

Orange County Probation Department



2005 Business Plan

Stephanie Lewis
Chief Probation Officer

**ORANGE COUNTY
PROBATION DEPARTMENT**

***BUSINESS PLAN
2005***

MISSION STATEMENT

Probation protects the community by conducting investigations for the Court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

**STEPHANIE LEWIS
CHIEF PROBATION OFFICER**



1202.8 (a) Penal Code. Probation; supervision by county probation officer

Persons placed on probation by a court shall be under the supervision of the county probation officer who shall determine both the level and type of supervision consistent with the court-ordered conditions of probation.



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PROBATION DEPARTMENT

March 21, 2005

To our readers:

The Orange County Probation Department welcomes the opportunity to provide an overview of our department, report on the progress we have made during the past year, and reveal plans for the future in our 2005 Business Plan. We offer a multitude of criminal justice services to the community by operating five juvenile correctional facilities, conducting investigations for the Juvenile and Criminal Courts, assisting victims, and supervising thousands of juvenile and adult offenders living in the community.

Our Management Team established three strategic initiatives during its annual Strategic Planning Retreat that will provide direction during 2005. (1) The *Labor/Management Relations Workgroup* will focus on ways for labor and management to work together to benefit the workplace and the community. (2) The *Leadership Development Workgroup* will focus on preparing our employees for greater levels of responsibility and advancement. (3) The *Mission/Values Workgroup* will focus on reviewing our values and ensuring they are reflected in every facet of the services our department provides.

Funding has continued to be a challenge. For the two Fiscal Years 2002 - 2004, the Probation Department had to reduce its budget by a total of \$17.7 million and eliminate 72 positions. Loss of TANF (Temporary Assistance to Needy Families), a critical funding stream for juvenile delinquency and institutional services, was threatened during 2004. Although the money was eventually restored through provisions in the State General Fund, awareness of the importance of secure funding to support necessary probation services has been heightened. I am participating in a statewide effort by probation departments to work with local and state organizations/officials to address this profound need.

We can point to many significant accomplishments in 2004. Probation continued to gain efficiency by implementing automated processes. Phase II of the automated Institutions Management System (IMS) was fully implemented, allowing in-custody population tracking and monitoring. Software development began to create an automated Risk/Needs Assessment for each new case as part of the department's strategic direction to develop an automated Integrated Case Management System. Funded by two Board of Corrections grants, construction began on a 120-bed Youth Leadership Academy and a 60-bed expansion at Juvenile Hall (Unit Q). The Juvenile Justice Crime Prevention Act provided the Probation Department and its partners with \$8.4 million to enhance the County's continuum of care for juveniles by supporting three prevention programs, four intervention programs, and three secure confinement programs.

Probation's 1,300 employees are key to carrying out the mission of the agency. They responded to the challenges of the past year with dedication and courage. Assisted by over 500 Volunteers in Probation/Volunteer Probation Officers and the 100-member Probation Community Action Association, they provided quality criminal justice services and helped make Orange County a safer place to live and work.

Please visit the Probation Department's web site at www.oc.ca.gov/probation for more information about our programs and services.

Sincerely,

Stephanie Lewis
Chief Probation Officer



TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY.....	1
II.	MISSION AND GOALS.....	5
III.	OPERATIONAL PLAN.....	9
IV.	APPENDIX.....	57
■	Organizational Chart (Appendix A).....	59
■	Management Team (Appendix B).....	61
■	Labor Management Committee (Appendix C).....	65
■	Business Plan Team (Appendix D).....	67
■	Year 2004 Accomplishments (Appendix E).....	69
■	Profile of Active Supervision Probationers (Appendix F).....	81
■	Juvenile Institutional Services Programming (Appendix G).....	85
■	2004 Employee Recognition Awards (Appendix H).....	87
■	Glossary of Terms and Acronyms (Appendix I).....	95

I. EXECUTIVE SUMMARY

MISSION

MISSION STATEMENT: Probation protects the community by conducting investigations for the Court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

The Orange County Probation Department is a criminal justice agency that has been a part of Orange County's continuum of criminal justice services for ninety-seven years. Probation's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. **Probation** means the conditional release of an offender under specific terms ordered by the Court. Under the supervision of the Probation Department, offenders are given the opportunity to redirect their lives and make restitution to their victims.

The Probation Department has a \$132.9 million budget, 1,473 authorized positions, a highly trained staff of regular employees, extra-help employees, and 545 volunteers to support its mission.

GOALS

The following three strategic goals have been established to accomplish the mission:

Goal #1: Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The Probation Department prepares investigative reports and other documents that aid judges in reaching appropriate court dispositions in the Juvenile and Criminal Courts. The clients for this goal are the judges and commissioners of the Orange County Juvenile and Criminal Courts. It is essential that they receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions. Strategies to accomplish this goal include (1) developing new automation technology to ensure accurate and timely information is provided to the Courts, (2) providing the Courts with comprehensive investigation reports, (3) submitting timely information regarding probation violations to the Court, (4) collaborating with the Social Services Agency on mutual juvenile investigation cases, and (5) ensuring staff in Adult and Juvenile Court Services remain current on all new laws, requirements, procedures, and programs.

Goal # 2: Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders and obtain the resocialization skills needed to live crime-free and productive lives. **Resocialization** means identifying the offenders' root problems and matching them with the right treatment programs at the right time. The clients are adult and juvenile probationers residing in the community and juveniles who are detained pending court proceedings or committed to a county correctional institution. The Probation Department operates five correctional facilities that serve the dual function of preparing incarcerated juveniles for their successful and productive return to the community while, at the same time, protecting the community by providing highly structured, supervised residential settings.



Strategies to maintain community safety that ensure offenders in the community receive the necessary level of supervision and services include (1) conducting a new workload study, (2) enhancing and strengthening collaboration with other agencies, (3) assessing the risk and needs of probationers using a validated “best practice” model, (4) maintaining a continuum of services for probationers, (5) exploring the use of an automated field book to enhance the effectiveness of probation supervision and resocialization operations, (6) pursuing a multi-agency strategic priority to expand Probation’s Proposition 36/PC 1210 operation and provide the necessary resources (County Strategic Priority), and (7) seeking to restore four regional Youth and Family Resource Centers that were closed in Fiscal Years 2003-04 and 2004-05 due to budget reductions (County Strategic Priority).

Strategies to ensure adequate bed space and appropriate services for juvenile offenders in custody include (1) monitoring the efficiency of the automated Institutions Management System, (2) maintaining the incidence of facility overcrowding at or below the year 2004 level, (3) reviewing demographic trends to plan for immediate and future bed space and programming requirements, (4) working on a Master Maintenance Plan for ongoing repair, major replacement, and reconstruction of Probation’s juvenile correctional facilities, (5) pursuing opportunities and funding to incrementally increase the number of juvenile detention and treatment beds while seeking a legislative solution that will create long-term and dedicated funding for juvenile delinquency and juvenile institutional construction, (6) seeking funds to design and implement expanded in-custody and aftercare treatment programs for special populations of clients, such as severely emotionally disturbed juveniles and female offenders, and (7) monitoring juvenile offender population trends to evaluate the need for a new juvenile hall facility (County Strategic Priority).

Goal # 3: Assist crime victims by presenting their interests to the Courts and providing support services.

Any resident of Orange County may potentially become a victim of crime. The Probation Department’s goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. Probation’s services to victims begin when offenders are being processed by the juvenile intake unit and the criminal courts and continue for as long as the offender is on probation supervision. Victims want to have a voice in the criminal justice process and need information to help them understand the system. They may need support services, restitution, and referrals to resources.

Strategies to accomplish this goal include (1) using our crime victim satisfaction surveys to improve victim services as well as researching appropriate strategies for a satisfaction survey methodology for the victims of serious crimes, (2) continuing to develop and coordinate victim services through the Victim Services Coordinator and Victim Services Strategic Planning Group, (3) maximizing financial recovery for victims, (4) increasing staff knowledge and sensitivity to crime victims through information dissemination, training, and collaboration with other victim-service providers, (5) providing victim awareness education programs at the institutions and Youth and Family Resource Centers, (6) evaluating the needs of distinct victim populations to develop appropriate services, and (7) ensuring all service areas respond to victim questions/issues in a timely manner.

DEPARTMENT-WIDE STRATEGIES

There are some department-wide strategies that impact all of the Probation Department’s stated goals. Significant among these are (1) managing budget shortfalls without compromising the delivery of services, (2) working with local and state organizations/officials to obtain a secure funding stream for juvenile

delinquency and institutional services, (3) focusing on the three strategic planning initiatives identified by the Management Team during the annual Strategic Planning Retreat, (4) continuing to aggressively recruit, hire, and train qualified staff for critical positions within all service levels, (5) continuing to explore the use of automation and other technological advances to improve business operations, (6) devoting the necessary resources to continue progress in developing an Integrated Case Management (ICM) system, (7) ensuring efficient conversion to new automation systems by identifying and planning for end user training requirements, (8) modifying the department's training program to mitigate the loss of state funding while ensuring the training is substantive and targets perishable skills, and (9) upgrading Probation's aging technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority).

HIGHLIGHTS OF 2004 ACCOMPLISHMENTS

Probation continued to implement automated processes in 2004. Phase II of the automated Institutions Management System (IMS) was fully implemented, allowing in-custody population tracking and monitoring. An automated probation violation process was designed and implemented for adult cases to ensure the Courts receive timely information regarding violations by probationers. A new automated Placement Case Management System was developed to more effectively track placement cases. A repository of probationer photos was created and is now available for online access and searching. Software development began that will provide an automated, standardized, and scripted plan to develop the initial Risk/Needs Assessment for each new case as part of the department's multi-year strategic direction to develop an automated Integrated Case Management System. The Integrated Case Management Steering Committee remained active in providing oversight and coordination for this project.

There were considerable advancements in both the juvenile and adult areas. Funded by two Board of Corrections grants, construction began on a 120-bed Youth Leadership Academy and a 60-bed expansion at Juvenile Hall (Unit Q). Probation is in the final stages of negotiating renewal of its 20-year Special Use Permit with the U.S. Forest Service for the Los Pinos Conservation Camp. Coordination was enhanced with the Social Services Agency through completion of a Memorandum of Understanding on collective dependency/delinquency investigations, increased access to the State Child Abuse Registry information, and assignment of a Supervising Probation Officer to the WrapAround Program. The Juvenile Justice Crime Prevention Act (JJCPA) provided the Probation Department and its partners with \$8.4 million to enhance the County's continuum of care for juveniles by supporting three prevention programs, four intervention programs, and three secure confinement programs. During the year, JJCPA funding provided direct services for over 3,600 at-risk youth and juvenile offenders. Measures were implemented to focus limited resources on the highest-risk Proposition 36/PC 1210 cases that pose the greatest danger to the community. Global Positioning Satellite (GPS) technology to monitor adult sex offenders was researched and the Board of Supervisors and Chief Probation Officers of California voted to sponsor legislation in 2005 to expand GPS utilization tools. A "Field Safety Skills" training course was developed to address officer safety concerns. Specialized approaches and services were developed to assist victims of domestic violence batterers and adult sex offenders. A number of steps were implemented to maximize financial recovery for crime victims.

This year marked increased planning and coordination by the Probation Department's Management Team through expansion of the strategic planning process. In addition to annual two-day strategic planning retreats, the Management Team began holding quarterly half-day retreats to ensure maximum utilization of the team's extensive experience and expertise in directing the department's activities.



II. MISSION AND GOALS

MISSION

MISSION STATEMENT: Probation protects the community by conducting investigations for the Court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

The Orange County Probation Department is a criminal justice agency that has provided community protection to the residents of Orange County since 1908. As part of the County's continuum of criminal justice services, the Probation Department's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. **Probation** means the conditional release of an offender under specific terms ordered by the Court. It provides an opportunity for offenders to redirect their lives and pay restitution to their victims while under the supervision of the Probation Department.

**Investing in
Probation
services reduces
crime.**

When juvenile or adult defendants are charged with law violations, the Probation Department conducts criminal investigations and provides information for the Juvenile and Criminal Courts to make sentencing decisions. While being processed by the Courts, defendants may be released or they may be detained in custody. Detention for juveniles is provided by the Probation Department at the Juvenile Hall. (Detained adults are housed at the Orange County Jail or in a city jail pending arraignment. If continued detention is ordered by the Court pending disposition, adults are moved from city jails to the Orange County Jail.)

After sentencing, the Probation Department enforces court orders specific to each offender. If the Court orders juvenile offenders to serve a commitment in a local institution, that custody time is served in one of five correctional facilities operated by the Probation Department. In addition to providing a safe environment, these institutions offer a variety of treatment services in collaboration with other agencies.

If the juvenile or adult offenders are placed on formal or informal probation, Deputy Probation Officers contact the offenders

Joe Salcido, Director of Joplin Youth Center, takes a moment to speak with some of the boys during an athletic competition among juvenile institutions.

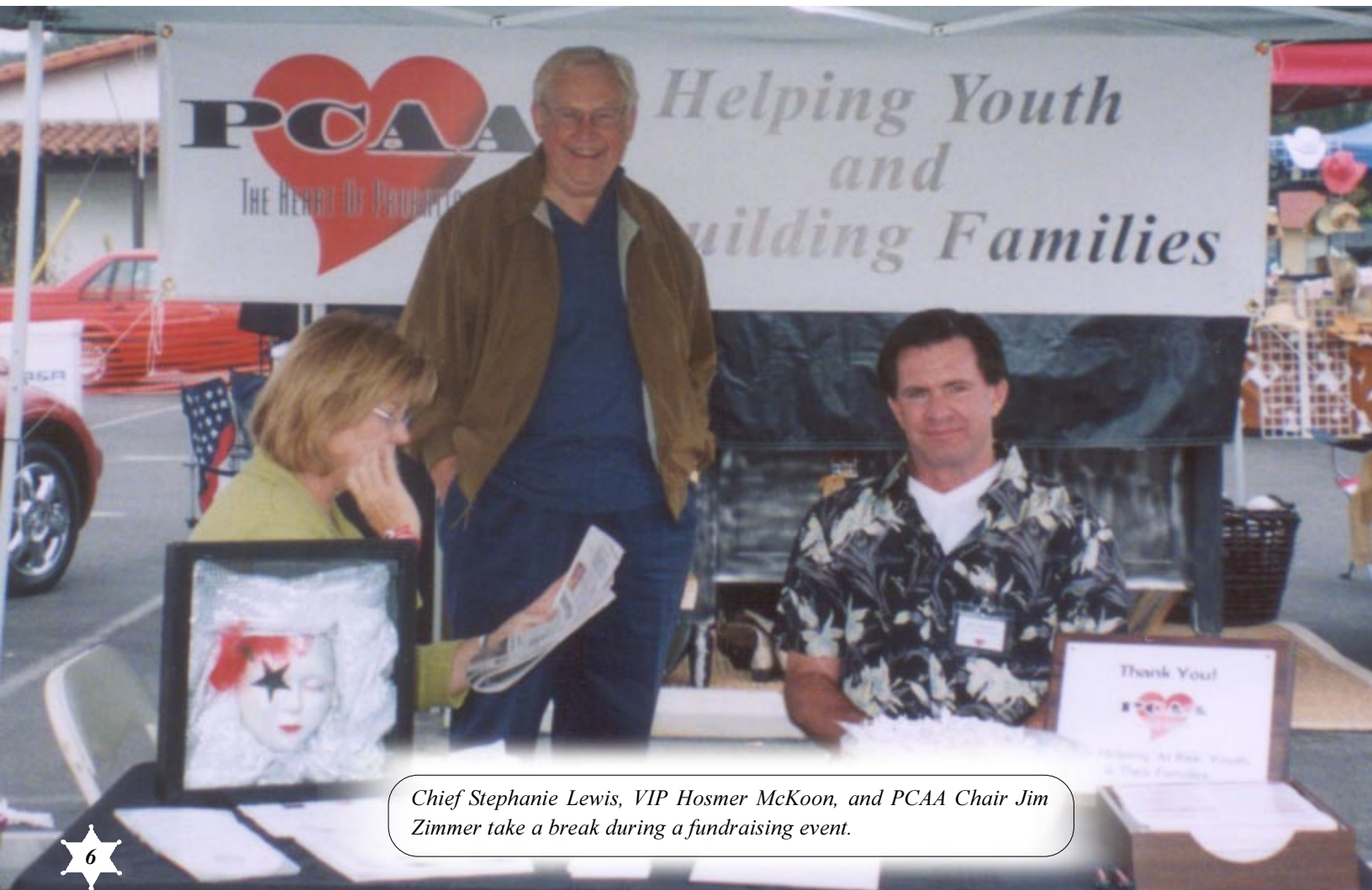
regularly to facilitate resocialization and ensure compliance with court orders and conditions of probation.

Victims of crime play a major role in the department's mission. The Probation Department is the agency that submits victim information in reports to the Court, recommends restitution in appropriate cases, collects restitution that has been ordered, and monitors offenders' behavior to prevent additional victimization.

The Probation Department has a budget of \$132.9 million to accomplish its mission. Operationally, it is divided into three key service areas (Institutional Services, Field Services, and Special Services) consisting of five divisions each. It is managed by a Chief Probation Officer, three Chief Deputy Probation Officers, and fifteen Division Directors/Managers.

Probation employees are key to carrying out the mission of the agency, and they receive ongoing training. In the last fiscal year, Probation staff members received over 47,416 hours of instruction in more than 345 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division. The Probation Department has an active Labor Management Committee (LMC) that meets monthly to discuss current workplace issues and identify solutions.

Probation activities are also supported by approximately 500 Volunteers in Probation (VIPs), 45 Volunteer Probation Officers (VPOs), and the 100-member Probation Community Action Association (PCAA). Known as the "Heart of Probation", PCAA is a nonprofit organization that was created to support special Probation projects and meet the needs of offenders and their families that could not be met with public Probation funds.



Chief Stephanie Lewis, VIP Hosmer McKoon, and PCAA Chair Jim Zimmer take a break during a fundraising event.

GOALS

Three strategic goals support the Probation Department's mission and bring value to the community.

Goal # 1: **Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.**

Why is this important? The Juvenile and Criminal Courts rule on thousands of cases each year. On the more serious cases, they ask the Probation Department to conduct thorough investigations of the facts and prepare reports. These reports include summaries of police reports, interviews with all pertinent parties, and background information about family/employment/school/criminal history/etc. The investigations and reports must be completed in a timely manner so the court process is not delayed. The Probation Department meets a fundamental responsibility in its mission of community protection by assisting the Courts in decisions regarding detention (incarceration vs. release to the community) and sentencing of offenders.

Goal # 2: **Provide protection to the community by managing Orange County's adult and juvenile probation population.**

Why is this important? The Probation Department focuses its attention on adults and juveniles who have committed crimes. For the adult and juvenile offenders living in the community, Probation Officers make sure these offenders follow the orders of the Court and rules of probation. They also assist these offenders to address problems in their lives that may contribute to their illegal activities, such as unemployment, drug addiction, gang affiliation, etc. For juvenile offenders in custody, Probation provides a safe residential setting where the issues that contributed to their criminal behavior can be addressed. Through these services, the department helps to reduce/eliminate additional law violations and makes Orange County a safer place to live.

Goal # 3: **Assist crime victims by presenting their interests to the Courts and providing support services.**

Why is this important? Victims want to tell the justice system their version of events and how the crime has impacted them. They want to know someone cares and is holding the offender accountable. They may need to be financially reimbursed. They may need continued protection, as in the case of domestic violence. It is important that victims are recognized in the criminal justice process and that their needs are addressed.



III. OPERATIONAL PLAN

Goal #1: *Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.*

Deputy Probation Officers assigned to investigation functions conduct approximately 210 investigations per month for the adult and juvenile courts. Field and Institutional Deputy Probation Officers prepare an average of 400 court-ordered progress reports per month (dramatically up from 250 last year) to update the Juvenile and Criminal Courts on the status of probationers being supervised. Deputy Probation Officers and support staff are stationed at all County Courts to provide timely on-site assistance during the court process. Probation screens appropriate cases for diversion services as provided by law, thereby allowing the Court to focus on the most serious cases.

CLIENTS

The judges and commissioners of the Orange County Juvenile and Criminal Courts are the Probation Department's clients for this goal. The Orange County Superior Court is comprised of 109 judges and 31 commissioners. The Juvenile Court consists of six departments comprised of four judges and two commissioners assigned to delinquency cases.

Orange County has been moving toward a greater use of courts with a specialized focus. This specialization facilitates expertise among agencies that work with these courts (i.e., Probation, the District Attorney, Public Defender, Health Care Agency, Social Services Agency, etc.) and results in achieving more effective sentencing outcomes. Deputy Probation Officers are assigned to these specialized courts, which consist of five separate adult drug courts, a juvenile drug court, a juvenile truancy court, two special courts for domestic violence cases, and a new DUI court.



Judge Didier, Supervising Judge of the Criminal Panel, confers with Gerry Schiller, Supervisor of Probation's Resident Probation Officer Unit.

Case Study: Heather*

Heather's mother and stepfather sexually and physically abused her. She was a chronic runaway and using methamphetamines when she was placed on probation and received a placement order at the age of fourteen. After successfully adjusting to a small group home placement, Heather was placed in a foster home. While in foster care, she received treatment and counseling to help her address abuse and abandonment issues, as well as deal with her drug addiction. During high school, she received many awards for her good grades and attendance. She was named student of the month and placed on the honor roll her last year. Heather was selected to give the farewell speech at her high school graduation. She then enrolled in a nine-month vocational program to obtain a certificate as an Optical Technician. She again excelled and was named student of the month and placed on the honor roll. Heather has also worked part-time and saved over \$3000 of her earnings. She continues to have an excellent attitude and be a leader in her foster home. Her future plans include obtaining an advanced degree in the medical field. During her time in foster care, Heather has set high standards for herself and accomplished many of her goals. Overall, she has made outstanding progress and worked hard to acquire the skills to continue her success in the future.

** In all case studies, the names have been changed, but the details are factual.*

CHALLENGES

- Federal and state requirements for removing minors from their homes are stringent and complicated. Deputies must be familiar with the most current requirements, policies, and procedures, along with the exact wording for court recommendations to meet federal and state audit standards. The process by which minors can be placed in the homes of non-parents (relatives or caregivers) has been changed under AB 1695 to place additional responsibilities on the Probation Department to ensure these homes meet the same standards as foster homes. Requirements of Division 31 of the California Department of Social Services regulations for foster care necessitate significant changes to workload for deputies. It specifies increased casework planning and contacts with the minors and parents for all intakes and additional requirements for cases where a placement order has been issued by the Court.

Solutions: In the upcoming year, all juvenile deputies will receive training on the additional contact and casework requirements and procedures specified in Division 31. Redeployment of some staff may need to occur to meet the contact and reporting requirements associated with non-parent placements. New case tracking mechanisms will need to be developed in the existing Juvenile Assessment Intake System. The recently developed Placement Management System will assist placement staff in tracking and monitoring the additional reports associated with these cases.

- Many juveniles cannot access the diversion services provided by community-based resources because their families do not have the financial means to pay the fees. The Non-Custody Intake Diversion program provides diversion services to these first-time offenders, helping them to avoid a formal criminal record and enabling the Court to focus on more serious cases.

Solutions: Probation will increase staffing in the diversion program by redeploying deputies and seek additional funding through grants and budget requests to cover the cost of diversion services for these juveniles.

- Case law changes frequently in the juvenile system. It is critical that deputies remain current on juvenile case law to make appropriate recommendations to the Juvenile Court.

Solutions: Probation will maintain current information on changes in juvenile law, as well as nationwide trends, and ensure Juvenile Court Investigators and Court Officers are updated.

- In the last year, the department has made a number of operational changes, participated in a new DUI Court, contributed to significant changes made to the Dual Diagnosis Court (a diagnosis of substance abuse and mental illness), had to comply with significant changes in the Interstate Compact that governs the transfer of probation cases between states, and made changes in the supervision of Proposition 36/PC 1210 cases. Resident Probation Officers (RPOs), as onsite liaisons to the Superior and Limited Jurisdiction Criminal Courts, must be well versed in the current operations of all probation specialty functions to accurately advise the Court on appropriate sentencing in probation matters.

Solutions: Over the next year, the RPO Unit will receive in-service training to update them on all areas of adult operations. Fact sheets will be developed on each of the department's specialty functions with descriptions of operational guidelines and information on probation violations, recommendations, and sentencing. The Chief Probation Officer was appointed by the Governor to the California Interstate Compact Commission.

- It is a challenge for Adult Investigators to focus interviews for specific types of offenders and identify the different factors that influence their behaviors so the Court will have the maximum amount of useful information in making sentencing decisions.

Solutions: Adult Investigation Supervisors and Deputies will collaborate with in-house and outside agency experts to develop offender-specific interview guidelines in the areas of sex offenders, gang members, drug offenders, mentally ill offenders, and domestic violence offenders to ensure consistency and quality of information collected in interviews and reported to the Court.

Case Study: Shirley

Shirley is a 43-year-old woman with a long history of addiction and IV heroin and methamphetamine drug use. She was placed on probation for possession and sale of a controlled substance, being under the influence of a controlled substance, possession of paraphernalia, and possession of a syringe. Two of her three children were present at the time of her arrest. Because she had tested positive for drugs at the birth of her son six years before, Shirley already had an open case with the Social Services Agency. All three children were placed with their grandmother. Shirley continued to use drugs after being placed on probation, so she was ordered to enter a residential drug treatment program. After a few problems, she did well and graduated in October after fourteen months. Shirley has chosen to remain in the sober living section of the program since graduation. She has a full-time job for the first time in years.

RESOURCES

The Probation Department has 139 positions (deputized and support staff) and \$15.5 million gross total budget (\$9.8 million net county cost plus \$5.7 million revenues) committed to accomplishing goal number one of assisting the Juvenile and Criminal Courts.

- **Adult Court Division:** This division provides services to the Courts and supervises Interstate Compact, Courtesy Supervision, Adult Drug Court, and Proposition 36/PC 1210 cases. The division provides an average of 81 investigations for the Court per month and supplies the Courts with Resident Probation Officers.

- **Juvenile Court Division:** Per month, this division processes an average of 375 custody intakes and 700 non-custody intakes and conducts 130 investigations for the Court. Approximately 35 juveniles per month are referred for diversion services rather than being referred to the Court, and approximately 550 juveniles are currently on diversion under probation supervision.

STRATEGIES TO ACCOMPLISH GOAL

- Continue to develop new automation tools, such as electronic court reports, to ensure accurate and timely information is provided to the Courts.
- Continue to provide the Courts with thorough investigations of criminal/delinquency cases and to complete required reports on time.
- Continue to provide timely and accurate information to the Courts regarding violations by probationers, community resources available to address violational behavior, appropriate levels of supervision, and offenders who should be incarcerated.
- Continue to expand the use of Voice Dictation technology and the related operational support requirements as a means to increase clerical efficiency and speed the preparation of the hundreds of court reports prepared each month.
- Continue the collaborative relationship developed with the Social Services Agency to focus on specified juvenile cases.
- Ensure staff in Adult and Juvenile Court Services remain current on all new laws, requirements, procedures, and programs at the local, state, and federal level that impact Probation's responsibility to provide investigations, reports, and assistance to the courts.

KEY OUTCOME INDICATORS

One outcome measure has been established thus far related to this goal, which is:

- Percent of court investigations and progress reports submitted within filing requirements.



Representatives from the Health Care Agency, Probation Department, Social Services Agency, and Parent Support Network make up the Wraparound Review and Intake Team (WRIT) that meets weekly to discuss wraparound service for families and children.

KEY OUTCOME INDICATOR REPORTING

Goal #1: Percent of court investigations submitted within filing requirements.

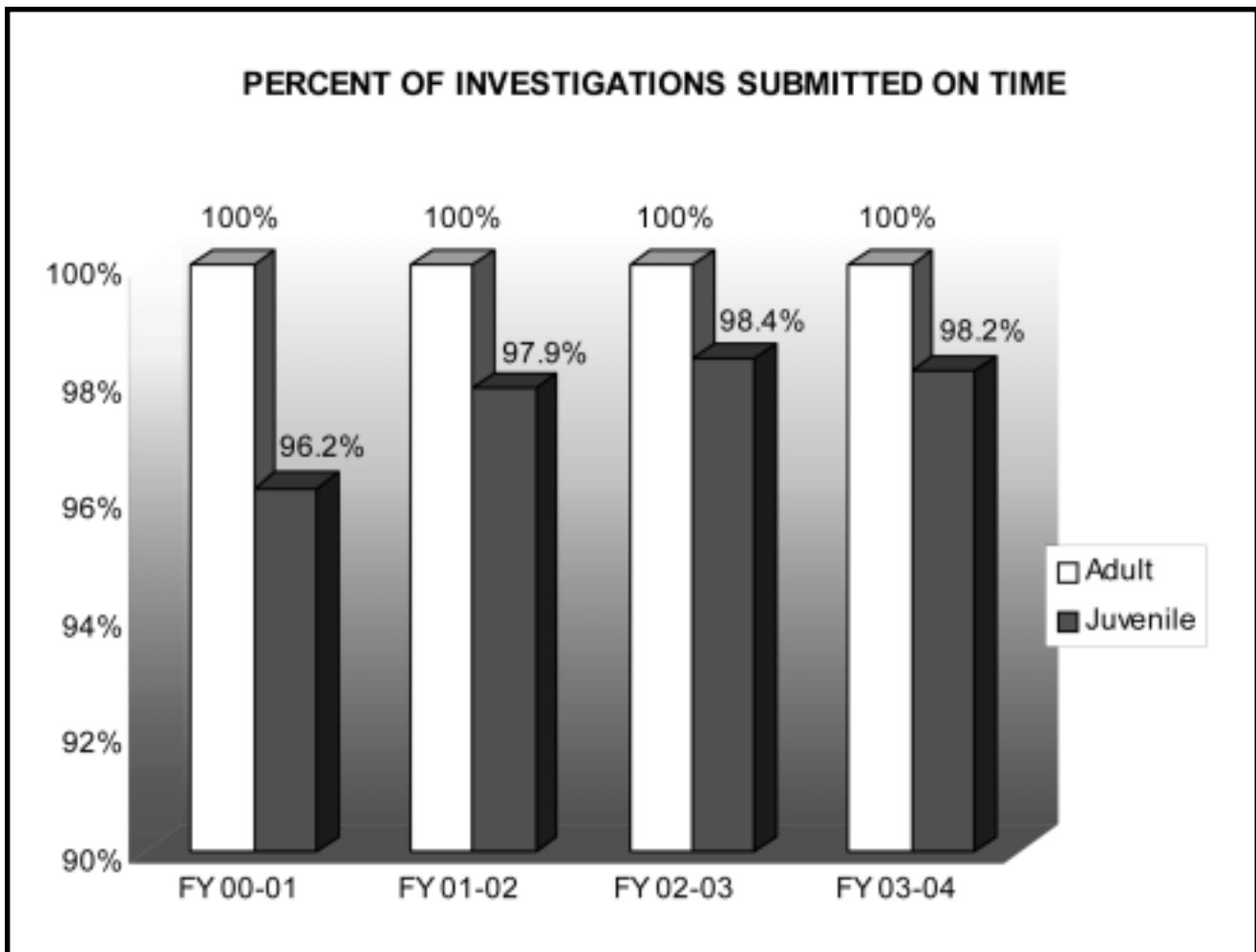
OUTCOME INDICATOR	FY 03-04 RESULTS	FY 04-05 PLAN	FY 04-05 ANTICIPATED RESULTS	FY 05-06 PLAN	HOW ARE WE DOING?
What: Percentage of adult and juvenile investigative court reports and court progress reports submitted within filing requirements.	Adult: 100% of the 1,020 investigations and reports were submitted to the Courts within the filing deadlines during FY 03-04.	Continue to meet court deadlines for timely submittal of investigations and reports. Conduct a pilot survey of court personnel to assess current client satisfaction and solicit input for a possible second outcome indicator measuring client satisfaction.	It is anticipated that the department will continue to maintain or exceed on-time completion rates of 95% or better for submitting adult and juvenile investigation and progress reports within the court filing deadlines. Results from the pilot survey will be reported as well as progress on plans to implement the second outcome indicator.	Continue to meet court deadlines for timely submittal of investigations and reports. Implement an additional outcome measure to assess client satisfaction with the quality of investigations and reports completed.	The FY 03-04 results once again demonstrate the department's high level of success in complying with court deadlines for timely submittal of investigations and reports. As in all previous reporting years, 100% of the adult investigations and reports were submitted on time. The figure for on-time submittal of juvenile investigations and reports remains over 98%. The department is continually seeking ways to improve upon the information provided to the Courts. Over this past year, for example, an automated pre-trial juvenile assessment report was implemented that alerts the Juvenile Court, District Attorney and Public Defender about issues to consider in making appropriate orders. Another enhancement was the implementation of an automated probation violation process enabling adult field officers to send these reports to the Court electronically. These changes have resulted in increased efficiency and productivity.
	Juvenile: 98.2% of the 4,967 investigations and reports were submitted to the Courts within the filing deadlines during FY 03-04.	Research best practices in the probation field for measuring performance related to this goal.			Over this past year, planning also continued toward the development of a second outcome indicator for the goal. This indicator would measure the Court's satisfaction with the quality of report documents. A nation-wide search is currently under way to learn what other probation agencies may be doing in this regard and to identify possible outcome indicators based on best practices. Additionally, preliminary discussions have occurred between research and program staff and with several court personnel about conducting a pilot survey. It is anticipated that the pilot survey will be carried out in Spring 2005. With the information gathered from the search and the pilot survey, the department will be in a better position to evaluate the feasibility of implementing an appropriate long-term outcome measuring this dimension.

Why: Measures the success of the Probation Department in providing timely information to the Courts for appropriate decisions.

KEY OUTCOME TRENDS

Goal #1: Percent of court investigations submitted within filing requirements.

Why is this important? To avoid any delays in the court process, the court reports prepared by the Probation Department must be submitted in a timely manner. The department strives for 100% compliance with court deadlines, which at times require staff to prepare reports in a very short timeframe to meet the Court's needs on particular cases. While reduced timeframes occur in both adult and juveniles courts, they occur with more frequency in the juvenile courts due to the complexities of the juvenile justice system. For more information, refer to the previous page.



Source: Adult and Juvenile Investigation Unit Statistics, Orange County Probation Department.

Goal # 2: Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Orange County Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders. These offenders may be in the community or in custody. Offenders residing in the community are supervised by Deputy Probation Officers assigned to Field Operations (Field Services and Special Services). Juvenile offenders in custody are supervised by staff assigned to Institutional Services. Although the focus is different, the goal (community protection) is the same whether the offender is residing in the community or in custody at one of Probation's five juvenile correctional facilities.

FIELD OPERATIONS

The Field Operations service area is divided into five divisions: Adult Supervision, Juvenile Supervision, Special Supervision, Adult Court, and Juvenile Court.

The Orange County Probation Department seeks to balance strict enforcement of the Court's conditions of probation while assisting probationers to conduct themselves as law-abiding citizens in the community. Probationers are assessed by Deputy Probation Officers when they are first placed on probation and at six-month intervals using assessment tools developed and validated in Orange County over a decade ago. The results of each assessment assist Deputy Probation Officers in identifying and prioritizing the level of

**Probation Officers
are deployed
where they can be
most effective.**

supervision/surveillance (based on the assessed risk to the community) and resocialization/ intervention services (based on the probationer's assessed needs). **Resocialization** means identifying the offenders' root problems and matching them with the right

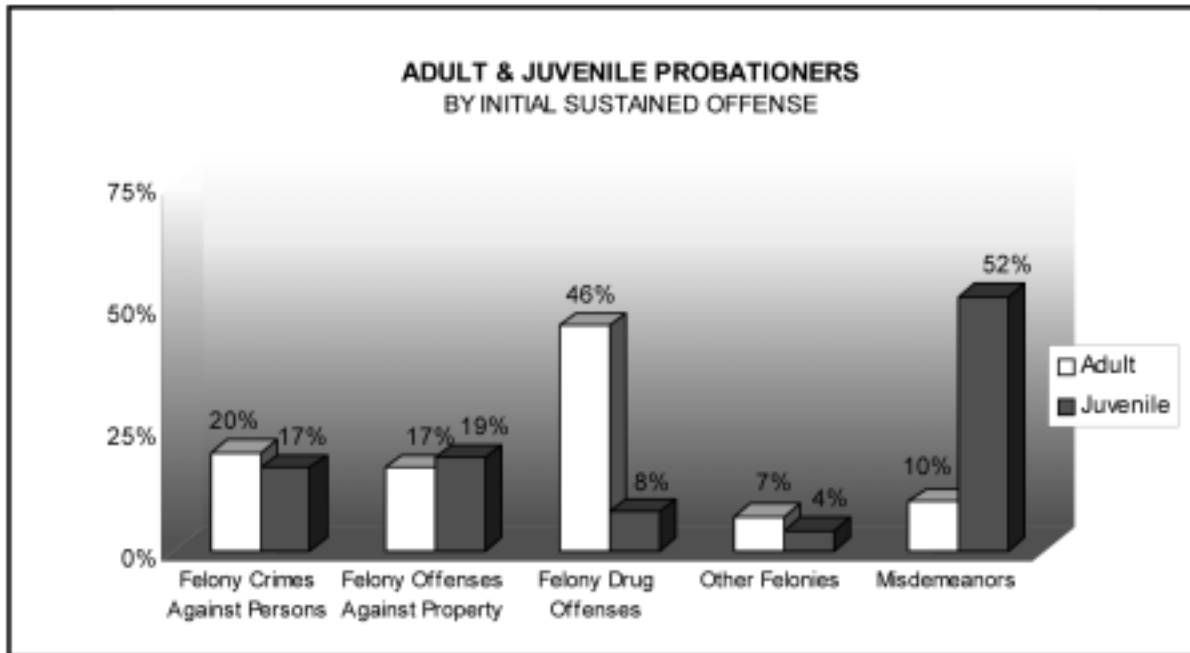
treatment programs at the right time. Offenders who violate their conditions of probation can be arrested by a Deputy Probation Officer.

The Probation Department works closely with other criminal justice agencies in Orange County such as local police departments and the District Attorney to advance community safety through collaborative efforts such as gang violence suppression. It partners with both public and private social service, health care, and education providers to assist with the resocialization of offenders based on their assessed needs.

*Deputy District Attorney
Eya Garcia and RPO
Mitch Cross go over a case
before a court session.*

CLIENTS

At any given time, there are approximately 6,500 juveniles and 15,000 adults on probation supervision. A sampling of the probation population revealed that of the juveniles, 83% are male, 68% have occasional to frequent substance abuse, 36% have a gang affiliation, and 48% have an initial sustained felony offense. Of the adults, 79% are male, 83% have occasional to frequent substance abuse, and 90% have an initial sustained felony offense. In general, the profile of probation clients has remained the same over the past five years. The exception to this is initial sustained offenses for juveniles. The proportion of juveniles placed on active supervision for sustained felony offenses has been slowly rising. Refer to Appendix F (Profile of Active Supervision Probationers) for more information.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department

Sub-populations of clients exist that have very specific needs.

- **Placement Cases** - Approximately 180 juvenile offenders are placed in foster homes/group homes by the Probation Department because they have no family able/willing to care for them. Probation oversees their placement and works toward family reunification. Approximately one third were formerly dependents before entering the probation system. Ninety-seven percent have been assessed as requiring psychological counseling, and 42% have been identified as having special education needs.
- **Juvenile Drug Court Cases** - There are approximately 40 cases at any given time in this multi-agency program that includes the Health Care Agency, Juvenile Court, District Attorney, Public Defender, and Probation. The program is for juveniles with serious drug and alcohol problems. They generally average 16.5 years of age at the time of entry. Two-thirds enter on a probation violation. Most have been using drugs for about three years prior to entering, and about half have been arrested on a prior drug charge. The program offers intensive supervision, frequent drug testing, and treatment.
- **Juvenile Sex Offenders** - Sexually abusive minors are supervised by four juvenile field deputies who receive additional training in addressing this population's specific risks and needs. These deputies

carry smaller caseloads to allow for more intensive supervision and collateral contacts. There are about 200 of these minors being supervised at any given time. The specific needs of these juveniles are addressed through referrals to specialized counseling services. Approximately one-fifth of these juvenile sex offenders become placement cases.

- **Seriously Emotionally Disturbed Juvenile Offenders** - Approximately 4% of the juvenile probationers in the field have a diagnosed emotional disorder. This potentially places them at risk for an out-of-home placement. Deputies work with the families of these offenders to help them access available community resources to meet their needs.
- **8% Juvenile Offenders** - The 8% name is derived from a Probation Department study in the 1980s that found 8% of first-time juvenile offenders committed 55% of the repeat juvenile offenses in Orange County. These youths have characteristics in their lives that put them at high risk of becoming repeat offenders. Through early identification and focused services, the goal is to prevent new crimes from being committed by these offenders who are potentially career criminals. Results from the evaluations of the wraparound day-treatment Youth and Family Resource Center (YFRC) programs serving these youth and their families have revealed that the program is effective in reducing recidivism for the 8% younger population (under 16 years of age when placed on probation).
- **Domestic Violence Offenders** - The department is currently supervising almost 650 adults placed on probation for intimate partner violence, stalking, elder abuse, and child abuse. Over 70% were placed on probation for a felony offense. Emphasis is on holding the offender accountable and enhancing the safety of the victim. A close working relationship is maintained with Victim Witness, women's shelters, batterer's intervention programs, the District Attorney's Family Protection Unit, and the Orange County Family Violence Council.
- **Adult Sex Offenders** - Over 450 adults convicted of sex crimes are supervised by the Probation Department. Three-fourths of these offenders were convicted of a felony offense. These probationers are managed using the Containment Model comprised of intense supervision, specialized sex offender treatment, and polygraph examinations. Supervision is closely coordinated with treatment providers, local law enforcement, and the District Attorney's office. The department also has a Computer Forensics Laboratory used to detect probationers' use of the Internet for illegal purposes.
- **Gang Members** - Adult and juvenile gang members identified as the most serious gang cases are supervised by the department's Gang Violence Suppression Units. Currently, these units are supervising 550 serious gang cases. Deputies in these units are armed. They are stationed at police departments countywide and, along with the District Attorney's Office, form teams focused on suppressing gang activity and increasing public awareness of gang issues.

Case Study: Tony

Tony joined a gang when he was thirteen. After initiation, he was with the gang every day and started using marijuana at least three times a week. He was declared a ward when he was sixteen for an assault with a deadly weapon. After serving 120 days in custody, Tony was placed at the Youth and Family Resource Center (YFRC) where he attended school and specialized programming to address his problems, including gang prevention, drug and alcohol counseling, victim impact programming, and anger management counseling. Tony has not associated with the gang for two years. He has graduated from the YFRC, is now enrolled at Access Contract Learning, and needs only six credits to graduate from high school. He has maintained part-time employment for the past year and assists with the care of his 15-month-old daughter.

■ **Mentally Ill Adult Offenders** - At initial assessment, 27% to 30% of offenders have mental health symptoms that limit functioning. Another 3% have symptoms that prevent functioning. They need a multi-agency approach to address the mental health issues that contribute to the illegal behavior.

■ **Adult Drug Court Cases** - Probation provides services to approximately 400 adult drug court cases at any given time. These cases are all substance abuse offenders. More than 60% of them have failed in Proposition 36/PC 1210. The cases receive intensive supervision and are required to complete substance abuse treatment that lasts at least eighteen months. Upon graduation, each probationer is required to be drug free, employed, and in a stable living environment.

■ **Proposition 36/PC 1210**

Cases - There are currently over 4,000 Proposition 36/PC 1210 clients on active

supervision who have been sentenced to drug treatment instead of incarceration for drug offenses. Many of these cases have long histories of drug use, are severely addicted, and have significant

criminal histories. These clients require supervision, drug testing, and drug treatment. The Court receives frequent reports on their progress.

■ **High-Control Cases** - There are currently 540 adult criminal offenders considered at high-risk to re-offend or with histories of violent behavior. The department's Special Enforcement Unit supervises these offenders and works closely with local, state, and federal agencies to closely monitor their compliance with court-ordered terms of probation. Two Narcotic Detection K-9 Teams support search and seizure activities for this population.

Case Study: Bob

Bob graduated from college and had a promising future in music. His is one of those sad stories of the onset of mental illness as a young adult. The Probation Department got involved after he led police on a high-speed pursuit through two cities during a manic state. He had a history of manic episodes and was on SSI for his disability. Efforts to assist him while in the community failed. He was subsequently arrested by another city police department during a manic state for reckless driving through their city on flat tires and failure to stop. The police placed him in a psychiatric hospital for evaluation. Following his brief stay, Probation placed him under arrest and notified the Court of his continued danger to the community. Bob was sentenced to 90 days in the Orange County Jail to stabilize his medication level and ordered to enter a Board and Care (B&C) home. He is presently living at a B&C home and has stabilized enough to be evaluated for a less structured residence in the future. The Probation Department and Health Care Agency are working together to help Bob receive the care he needs, but Probation has the added responsibility to ensure the community is protected from Bob's reckless driving. His case is just one example of how the Probation Department becomes involved with mentally ill offenders.



DPO Jerry Maxwell and his K-9 partner Jet are one of two such teams that assist with Probation searches for drugs and weapons.

CHALLENGES

- It will be a challenge to ensure the special education needs of juvenile offenders are adequately addressed. School attendance/performance is one of the key measures for progress for juvenile offenders. Forty-two percent of the Probation placement minors have been identified as having special education needs. Educational rights of minors have become a new area for litigation, with the Court now appointing special attorneys to investigate and sometimes litigate to ensure special education needs are met. As a result of the state budget cuts of the past few years, school districts have struggled to meet the needs of minors with both special education and severe emotional disturbance issues. There has been an increased use of out-of-state educational placements through AB 3632.

Solutions: The Probation Department will work closely with the Department of Education (DOE) to identify those minors who have special education needs when they are brought into custody. The Placement Unit will work with the DOE to ensure that all placement minors have current Educational Placement Passports. The Probation Department will work collaboratively with school districts, the Social Services Agency, and the Health Care Agency to assist in the educational placement process. The department will take advantage of training conferences and opportunities that pertain to educational rights.

Probation had to discontinue supervision of 3,200 adult probationers in Fiscal Year 2003-04 due to budget cuts.

- Due to ongoing resource limitations, Deputy Probation Officer positions have continued to decline throughout the agency as retirements and promotions deplete their numbers. The Adult Field Services (AFS) Division met this challenge last year, in part, by establishing Field Monitored (FM) caseloads, which “banked” a substantial number of medium-risk cases previously supervised actively in the field. Nonetheless, supervision caseloads have steadily crept upwards, averaging about 115 workload points per deputy in September 2004, with 100 workload points considered an ideal caseload.

Solutions: It is anticipated some relief will be realized in January 2005 following the first graduating class of deputies since the spring of 2002. Should further workload relief be needed, the division will explore revising the criteria for transfer to FM caseloads in addition to other potential relief measures.



Members of Basic Probation Officer Class #77 receive training on effective handcuffing techniques.

- Due to budget cuts over the last few years, only two of the department's six Youth and Family Resource Centers (YFRCs) have been retained. It will be a challenge to maintain the quality and continued funding for the two remaining YFRCs.

Solutions: The department will ensure quality services and demonstrate program effectiveness by (1) maintaining statistics on program effectiveness required by the Board of Corrections, (2) reinforcing and refining the collaborative relationships and services provided at the sites, (3) maintaining smaller deputy caseloads, and (4) promoting on-site participation by closely monitoring daily attendance and offering services that the minors and families value.

Case Study: George

Probation deputies conducting a routine search were able to assist police in breaking up a counterfeiting operation. In the course of searching for a runaway juvenile probationer, probation deputies and the local police went to his mother's motel room. He was not there, but they did find George, her boyfriend, who was also on probation and had six outstanding warrants for his arrest. A search of the motel room revealed sheets of counterfeit money, a scanner/printer, and stolen personal and commercial checks. Over \$10,000 in counterfeit bills was confiscated. George was arrested and will likely be sent to federal prison.

- The mentally ill population of offenders presents ongoing workload challenges throughout adult field operations. Following the end of the Mentally Ill Offender Reduction Grant in June 2003, specialized caseloads were disbanded and subsequently assigned regionally to a variety of Deputy Probation Officers. The collaborative treatment team approach ceased in dealing with this extremely challenging population.

Solutions: The department will pursue training opportunities to assist deputies in dealing with this population. In addition, the possibility of obtaining funding via a recently passed ballot initiative will be explored to potentially resume specialized caseloads and collaborative treatment teams.

- Since the inception of FM caseloads in 2003, the AFS Division has maintained an average well above 1,000 FM cases. In September 2004, there were over 1,200 FM cases in the division. Though these cases warrant active supervision due to their assessed risk level, diminished resources caused the creation and continued utilization of FM caseloads.

Solutions: The number and violation rate of FM caseloads will continue to be closely monitored. Analyses of recidivism rates for FM caseloads are being conducted by the research staff every six months. Very early results from the analyses indicate the cases are maintaining relatively low violation rates, which suggests the appropriate cases are being placed in this monitored status. It is anticipated that by mid-2005, sufficient information should be available from these analyses to help the department evaluate the longer-term effectiveness of this workload relief strategy.

- Staff within the AFS Division are challenged by the ongoing automation changes, which require training and adaptation to new tools and processes. Efforts related to automation continue within the framework of Integrated Case Management. In the coming year, plans include the piloting of projects such as automated Risk/Needs assessment and case planning in addition to automated field books. Another change will be the automated collection and organization of urinalysis test results overseen by this division, which will potentially streamline operations in this area.

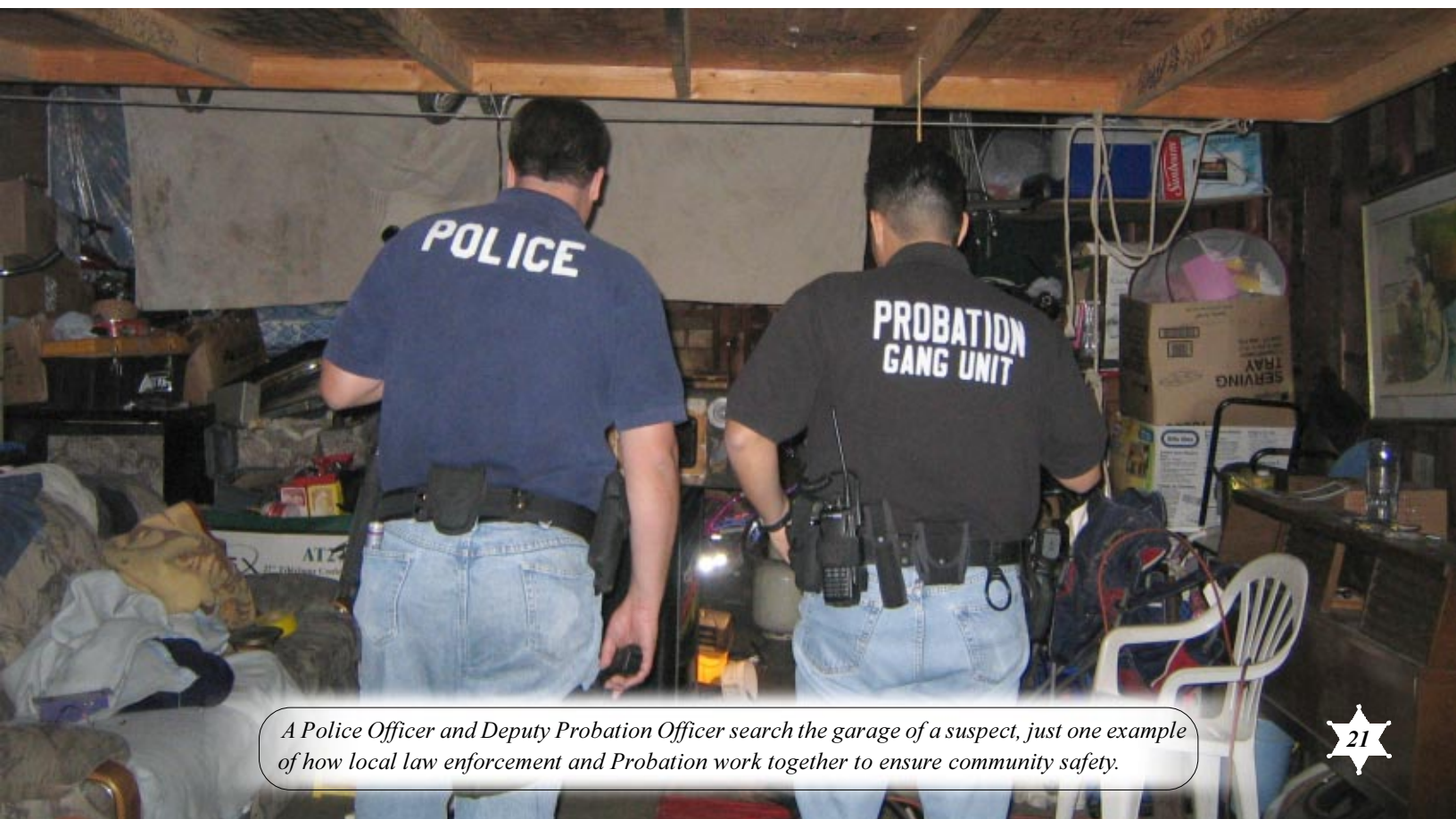
Solutions: The division will participate in planning groups, user acceptance sessions, and pilot projects as these activities occur. Once new processes are implemented division-wide, potential problems and questions will be identified and addressed.

- The AFS Division has experienced an increased number of cases transferred for supervision following termination of Proposition 36/PC 1210 probation status due to non-compliance. It is generally perceived that these cases have increased workload by continuing to demonstrate violational behavior. The supervision provided by the AFS Division occurs subsequent to, and in addition to, the resources expended in the Proposition 36/PC 1210 Units in the Adult Court Services Division.

Solutions: In the coming year, a specific evaluation of the number and violation rate of this population within the AFS Division will be pursued. The AFS Director and others in the AFS Division will work with the Research Division in devising a method for identifying and gathering information on the cases within the division that are Proposition 36/PC 1210 “failures.”

- During 2004, the department’s Research Division completed a study on outcomes with the Proposition 36/PC 1210 population three years after the law was implemented. The study found that 52% of the drug offenders sentenced to Proposition 36/PC 1210 failed to enroll in treatment and approximately 11% failed to report to Probation as required, resulting in many instances of warrants for their arrest. The challenges then will be to increase the percentage of cases that successfully enroll in treatment, reduce the number of cases that go to warrants, and quickly apprehend warrant cases.

Solutions: The department will develop procedures designed to increase the number of cases that enroll in treatment and the number that report to Probation, thereby reducing the number of warrant cases. For those cases that have warrants issued, a stronger and more specific working relationship will be developed with law enforcement. A process will be designed to ensure law enforcement receives prompt and accurate information on Proposition 36/PC 1210 warrant cases.



A Police Officer and Deputy Probation Officer search the garage of a suspect, just one example of how local law enforcement and Probation work together to ensure community safety.



DPOs in assignments that require them to be armed receive extensive training.

- The profile of the Drug Court participants has changed significantly since the implementation of Proposition 36/PC 1210, resulting in an increased warrant rate among the drug court population. Up to 60% of the enrollees in the County's five Drug Court Programs have already failed Proposition 36/PC 1210 treatment. As a result, Drug Court Programs now deal with less-motivated, more criminally sophisticated, and more seriously addicted offenders. The challenge will be to reduce the number of warrant cases and implement a process to more expeditiously and effectively apprehend warrant cases.

Solutions: Probation will develop enhanced services at the front end of the system so cases are immediately contacted after the court order is established to engage the offender as quickly as possible. When the offender refuses to comply, probation officers will expedite the warrant process and increase coordination with law enforcement on drug court warrant cases. A process will be developed to more expeditiously notify law enforcement when a warrant is issued.

- Within resource constraints, it will be a challenge to ensure community treatment providers are qualified and provide appropriate services for court-ordered or probation-referred clients.

Solutions: The department will maximize opportunities to provide active monitoring of resources, evaluate staffing availability as the Deputy Probation Officer class graduates in January, and explore use of additional resources, such as extra-help and volunteer staff. A centralized resource tracking information system will be established to improve manpower utilization. Probation will continue to develop its partnership with Health Care Agency resource monitors. The department will continue to monitor and oversee domestic violence treatment providers to ensure appropriate services at a reasonable cost are available for clients.

- The Special Supervision Division has maintained Armed Gang Violence Suppression Units to work in concert with local police agencies and participate in TARGET (Tri-Agency Resource Gang Enforcement Teams) with the District Attorney and police to identify and arrest the most serious criminal offenders in participating communities. This approach has proven to be successful in reducing gang violence in past years. Recently, resources and personnel committed to this effort by local agencies and the department have declined because of funding, budget, and competing priorities. However, a surge in gang-related violence committed by probationers and non-probationers has occurred in several areas of the County. By necessity, response to this increased activity by assigned personnel has become more reactive and, as a result, suppression activities known to curtail gang-related crime have suffered.

Solutions: Probation will work with local police agencies and the District Attorney to identify and develop collective strategies to commit resources

and increase suppression activities in areas of increasing gang-related violent crime in the County. A department priority will be established to commit personnel as available to those areas identified for increased gang suppression in the County. Funding will be sought to support an increased multi-agency resource commitment to the problem.

- In August 2004, changes went into effect for the Interstate Compact. The Compact governs the travel, movement, and supervision of adult probationers between states. One of the key provisions of the new Compact is that sending counties and states have a procedure in place to ensure the return of any probationer who is ordered back or who is involved in violational activity. Those states that fail to comply with the provisions of the Compact face civil liability, monetary sanctions, and possible suspension from the Compact.

Solutions: The department's four-hour training class on the Interstate Compact will be revised to reflect the changes, and all adult officers will be required to complete the training within the next year. Probation will pursue an operational agreement between the District Attorney's Office and the Sheriff's Department to ensure the prompt return of any probationer ordered back to Orange County. That process will necessarily involve transporting and prosecuting the probationer.

- The Special Supervision Division maintains three units of trained deputies, some armed, to supervise and direct specialized treatment and intervention of high-risk adult sex offenders, high-risk adult domestic violence offenders, and high-risk violent offenders. These three groups present multiple challenges to the department to protect the community by reducing and preventing their risk of re-offending while providing alternatives to incarceration. Among the challenges are (1) "best practice" approaches for dealing with these offenders that require a systematic, multi-agency approach to supervision and treatment; (2) recent legislation placing these offenders under greater scrutiny by the public and increasing responsibility on the department to collect and maintain information; (3) new advances in technology that allow for increased levels of control, but may require new legislation, procedures, policies, and funding; and (4) specialized training and resource needs for deputies supervising these cases to optimize community and staff safety.

Solutions: The department will (1) maintain a strong private and public interagency involvement in developing strategies and policy for supervision and treatment of these groups of offenders; (2) commit resources to develop and maintain liaisons with city, county, and state law enforcement units responsible for investigating sex offenses; (3) maintain active participation with organizations that focus on these groups to further case information sharing and advancement in treatment and supervision strategies; (4) develop programs, procedures, and policies necessary to implement legislative changes; (5) develop and support legislation enabling the use of Continuous Electronic Monitoring using GPS technology as a supervision tool for identified high-risk offenders; and (6) provide specialized training for supervising and directing treatment of these high-risk groups of offenders.

2004 Probation Enforcement Activities

Searches

Adult Functions	10,854
Juvenile Functions	10,269

Arrests by Probation Staff

Adult	2,191
Juvenile	1,343

Weapons Confiscated

Firearms	109
Other Weapons	560

Drugs Confiscated

Marijuana	2,567g
Amphetamines/ Methamphetamines	456g
Cocaine	75g
Opiates	16g
Other	52g

Case Study: Jeff

Jeff was first arrested at the age of fourteen for petty theft and vandalism. The family, consisting of his parents and four sisters, lived in one room at a motel. The parents were reported drug addicts. Numerous child abuse reports had been made and substantiated by the Social Services Agency. The motel room was extremely dirty and infested with cockroaches. After initially trying to resolve the problems by having Jeff and his parents receive services at the Youth and Family Resource Center, it finally became necessary to remove him from his parents' care and place him in a foster home. Several months after being in the foster home, Jeff told his Probation Officer that he really liked living there because he had his own bed, three meals a day, and everyone was really nice. Since being in foster care, he has attended school regularly, received good grades, participated on both the varsity football and wrestling teams, and held a job during the summer. Jeff is in the Junior Reserve Officer Training Corps class and plans on enlisting in the military when he graduates from high school.

RESOURCES

Four divisions provide community protection for adult and juvenile probationers residing in the community with a total of 281 positions (deputized and support staff) and \$30.2 million gross total (\$16.7 million net county cost and \$13.5 million revenue).

- **Juvenile Supervision Division** manages approximately 2,700 juvenile cases who are living in the community at any given time.
- **Program Division** includes the two Youth and Family Resource Centers that serve 120 to 160 of those juveniles at the greatest risk of becoming chronic re-offenders and their families at any given time. The YFRCs have many collaborative partners, such as the Department of Education, Health Care Agency, and numerous community-based organizations. Contracts with community-based organizations provide program components such as comprehensive employment services and restorative justice programming.
- **Special Supervision Division** includes the Domestic Violence Unit, Gang Violence Suppression Units, Adult Sex Offender Unit, Special Enforcement Unit, and Supervised Electronic Confinement Unit. The Gang Violence Suppression deputies are armed and stationed at police departments throughout the County.

- **Adult Supervision Division** manages approximately 6,300 adult offenders who are residing in the community at any given time.

STRATEGIES FOR FIELD OPERATIONS TO ACCOMPLISH GOAL

- Continue to use OnBase document imaging technology for scanning and storing all new adult case files as the initial component of electronic case files, and explore the use of an automated, wireless field book to enhance the effectiveness of probation supervision and resocialization operations.
- Conduct a new workload study to ensure caseloads are appropriately adjusted and offenders are receiving the necessary level of supervision and services to maintain community safety.
- Maintain a continuum of services for juvenile and adult probationers that incorporates graduated sanctions from community supervision to incarceration and addresses the varied needs of the probation population to prevent additional law violations.
- Continue to use the National Institute of Corrections Model (a recognized and validated “best practice”) to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety.

- Enhance and strengthen relationships with other criminal justice agencies and community collaborative to facilitate the highest quality of supervision and resocialization of offenders.
- Pursue a multi-agency strategic priority to expand Probation's Proposition 36/PC 1210 operation and provide the resources necessary to appropriately monitor this population's performance in treatment, as well as their compliance with any additional terms of probation ordered by the Court (County Strategic Priority).
- Seek to restore four regional Youth and Family Resource Centers that were closed in Fiscal Years 2003-04 and 2004-05 due to budget reductions (County Strategic Priority).

INSTITUTIONAL SERVICES

The Probation Department operates five juvenile correctional institutions that have a combined State-rated capacity of 744 beds.

Secure detention is provided at Juvenile Hall (374 beds) and Lacy Juvenile Annex (56 beds). The department also leases 64 secure beds at the Santa Ana City Jail for high security minors who are being tried in adult criminal courts. Two programs offering alternatives to incarceration in Juvenile Hall are provided. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving institutional commitments. The Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day treatment program.

The remaining three **non-secure institutions** offer a total of 314 beds and a broad array of programs for juveniles serving court-ordered commitments. Joplin Youth Center provides residential treatment for teenage boys ages 13 to 17 years typically serving 30- to 120-day commitments. Los Pinos Conservation Camp is an all-male institution situated in the Cleveland National Forest for boys ages 16 and older serving commitments of three months to one year. Youth Guidance Center (YGC) is a facility located in Santa Ana for boys and girls ranging in age from 11 through 18 years with programs that focus on the wide range of needs of juvenile offenders.

Los Pinos Transitional Living Program

Los Pinos Conservation Camp started a new program in the past year to prepare juveniles who, for the most part, will be on their own upon release from the facility. A group of fourteen minors gain transitional living skills while assisting the community with worthwhile projects. Some of the projects have included volunteering their time working with the Community Action Partnership in Garden Grove and Buena Park. The minors travel to the center every Wednesday and provide labor in various service-related areas focusing on the needy and homeless. Some assist in the food bank, sort items, and restock the shelves. Others clean and repair items for distribution. Still others clean and repair donated computers, learning computer diagnostic and repair skills from other workers at the center. Just as valuable as the skills and work ethic they are learning is the interaction with other volunteers from the community. When one of these volunteers shared a personal experience about cancer and the City of Hope, the group decided to knit caps for cancer patients as a dorm project. Los Pinos staff took these minors to the City of Hope so they could distribute the hats to cancer patients during the holidays.

Offenders are removed from the community by the Court and detained in one of the juvenile institutions to hold them accountable for the crimes they have committed. While incarcerated, Probation's role is to assist these offenders to develop life skills and vocational competencies. Collaborating with a wide variety of public and private partners, programming in the institutions prepares the minors emotionally, behaviorally, and academically for their return to the community. For a comprehensive list of the programs offered, please refer to Appendix G, Juvenile Institutional Services Programming.

A photograph of two young men in white t-shirts and dark shorts playing basketball. One boy is in the foreground, seen from the back, while the other is in the background, jumping to shoot the ball. A basketball is suspended in the air above the shooter.

CLIENTS

Juveniles come to the institutions with a variety of needs for care and treatment. In addition to receiving the basic necessities of shelter, clothes, and food, the minors receive services to address their mental, physical, and emotional needs. The juveniles are assessed for medical/mental health needs and substance abuse problems, with treatment provided by the Health Care Agency. Accredited classes are provided by the Department of Education to meet the minors' educational needs. A variety of recreational and community service programs are also provided.

Within the overall population of clients in the institutions, sub-populations exist that have very specific needs and require special programming.

■ **Juvenile Sex Offenders** - Juvenile Hall has two secure units for 36 male wards with court-ordered commitments for sex offenses. These offenders receive programming to address their offenses, including treatment from two therapists who specialize in working with youthful sex offenders.

■ **Female Offenders** - The Youth Guidance Center (YGC) provides specialized programming for up to 25 female wards ages 13 to 18 years of age (average age is 16) with commitments ranging from 60 days to one year. Follow-up of the girls served in the YGC program reveals that 85% do not have any new law violations in the six months after their exit. Over the past several years, there has been a noticeable increase in the number of female offenders receiving an institutional commitment. To meet the increasing number of female offenders receiving commitments, additional specialized programming and beds are being developed for them at Juvenile Hall and Los Pinos.

■ **Severely Emotionally Disturbed Offenders** - These offenders require extensive collaboration to manage their behavior and meet their needs. In some cases, their behavior is so severe that psychiatric facilities are unwilling to accept them. Juvenile Hall has developed a special housing unit to deal with emotionally disturbed offenders, but limited bed space has required that some of them be housed at the other institutions.

■ **Substance Abuse Offenders** - Juveniles with significant histories of substance abuse and those recovering from alcohol/drug addiction receive special programming. The Breakthrough Program at YGC is a highly structured drug therapeutic community that can serve up to 50 teenage boys and girls recovering from drug or alcohol addiction. It provides a 9- to 12-month residential phase followed by six months of intensive supervision in the community. The ASERT Program (Addiction Substance Abuse Education and Recognition Treatment Program) at YGC

Two boys take part in Probation's multi-institution 2004 Juvenile Olympics.

Case Study: Mike

Mike and his younger siblings grew up in a single parent household. He had no contact with his father after his parents divorced. Mike has a history of depression, and he has had ongoing conflicts with his mother, who is an alcoholic. He was nine when he first tried alcohol and thirteen when he started using marijuana. He experimented with methamphetamines and cocaine. Mike was assessed for the Breakthrough Program, a drug therapeutic community at YGC. He was ready to start the program and determined to break his old habits. He wanted to live a sober lifestyle. From the very beginning of the program, Mike excelled. He was promoted to Phase I of the program within the first month of his arrival. He became a leader and role model in the unit. As a Breakthrough graduate, Mike has attended aftercare meetings much longer than required with a positive attitude. He is one of the many Breakthrough graduates who has truly internalized the Breakthrough Program. However, his transition back into the community was not without some difficulty. He did relapse on one occasion, but quickly took steps to get help by attending daily NA/AA meetings for support. Mike is now working and completing independent studies for his high school diploma. He hopes to graduate in June 2005. Regular drug tests have proven that he is no longer using drugs. Since he is doing so well, Mike's Probation Officer plans to terminate his probation in the near future.

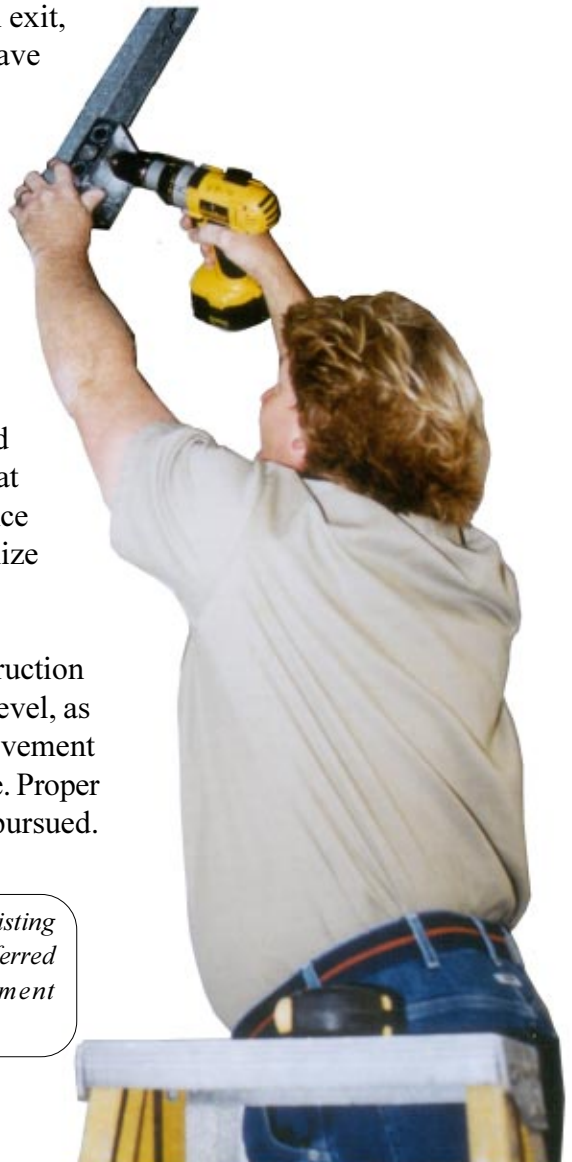
is a 75-bed intensive drug intervention and education program for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. Over three-fourths of the ASERT juveniles complete the program satisfactorily. Of all drug tests administered in the year following participants' program exit, over 85% are negative indicating the youth tested have remained drug-free.

CHALLENGES

- The Probation Department's existing juvenile institutional facilities are aging with progressively deteriorating infrastructures. Joplin, Los Pinos, and YGC were all built in the 1950's or 1960's. Juvenile Hall was constructed in a variety of phases beginning in the 1950's. Year after year, capital projects have been submitted to the Board of Supervisors, only to be deferred because of budgetary constraints. The situation is such that Probation must prioritize with respect to what maintenance projects can be completed at which institution to optimize the availability of every single bed.

Solutions: The department will continue to monitor construction grant funding opportunities at both the state and federal level, as well as submit capital projects and alteration and improvement projects for each of the institutions to keep their beds online. Proper staffing for each of the institutions will be aggressively pursued.

Maintenance staff work diligently to ensure Probation's existing facilities are properly maintained. The function was transferred from Probation to the Resources and Development Management Division in February 2005.



Case Study: April

April grew up in a very dysfunctional and undesirable environment. Her father was an addict who served time in prison. Her mother was a victim of domestic violence living in a gang-infested neighborhood. April's older sister, a heroin addict and teenage mother, lost custody of her daughter due to drug use. April became the family "rescuer" and tried to shoulder all of her family's problems. Finally she was overwhelmed and fell into the same cycle of drug abuse. While on probation, April continued to use methamphetamines and was returned to court. The court ordered her to complete seven months in the Sobriety Through Education and Prevention (STEP) Program at YGC. April recognized she had a problem and embraced every aspect of the program. She enrolled in ROP, was on the student council, became a mentor for her peers, and attended family therapy. April became strong and confident as she progressed through the program. She confronted her drug issues head on and openly discussed her addiction with the group and her counselors. April was able to reach her goal of receiving her GED and successfully completed her probation. She is now drug-free, employed, and enrolled in a community college. April is truly a success story and proof that lives can be changed with the right kind of help and support.

- Orange County Probation lacks sufficient female treatment beds (secure and non-secure) and programming to meet the demand created by the dramatic increase in the number of detained females. There was a 25% increase in the average daily population of detained females at Juvenile Hall between 2003 and 2004. Female minors are high consumers of program services such as medical and psychological services, their risk is more difficult to assess using classification systems traditionally based on male offenders, and they need expanded transitional and aftercare supervision in the community.

Solutions: Probation will increase the number of female secure and non-secure beds by dedicating some of the new beds created by the opening of Unit Q in late March 2005 (secure beds) and the opening of the Youth Leadership Academy in December 2005 (non-secure beds). A 32-bed gender-specific female-responsive program will be implemented at Los Pinos Conservation Camp during calendar year 2005. The department will work collaboratively with the Health Care Agency and Department of Education to identify needs and funding opportunities to expand and enhance services. Gender-specific training will be identified and provided to staff working with the female population. Specific policies and procedures to address female-responsive value programming will be developed. Probation will continue to research and update staff and gender-specific service providers with the latest information on treatment options, as well as more accurate assessment tools designed to better identify and isolate the risks and needs presented by this growing female population.

- The minors housed in our juvenile facilities today are more likely to have mental health problems, belong to a gang, abuse drugs, and have committed serious crimes. They need additional support services and programming to increase their chances of success upon release. Even though the minors have changed, the Probation staff-to-minor ratio has remained basically the same and support resources from the Health Care Agency are decreasing because of their budget problems.

Solutions: A team of experts from Probation, the Department of Education, and the Health Care Agency will be formed to evaluate current institutional services and develop a master plan to address the needs of the changing population of detained minors. Probation will continue to aggressively pursue funding through JJCPA and federal RSAT grants as well as other possible resources to enhance treatment programming at the institutions. The Department of Education has committed to increasing their staffing for the Special Education minors within our institutions. Training for Deputy Probation Counselors will focus on working with the changing needs of this difficult population.

- The increase in severely emotionally disturbed detained minors throughout Institutional Services presents unique problems that require extensive collaboration to manage their behavior and meet their needs. Juvenile Hall (JH) has developed a special housing unit where staff have been particularly trained to deal with these disturbed offenders, but the situation is less than ideal since JH is not equipped to be a psychiatric hospital. Limited long-term bed space at JH has necessitated that many of these minors be housed at Joplin, Youth Guidance Center, and Los Pinos where treatment resources for this population are limited. Equally as critical is the need for transitional services to assist these emotionally disturbed minors in moving from residential care to a less restrictive environment in the community.

Solutions: Past efforts have included the collaboration of five southern California counties to construct and operate a 30-bed facility for emotionally disturbed minors in Riverside County. Unfortunately, once construction was completed, funding was no longer available to operate the facility and there has been no additional funding in any venue that would allow the restoration of that program. Therefore, Probation will explore diverting these minors to specialized placements or to one of several new units being constructed in Juvenile Hall. Training resources will be expanded to provide staff who supervise these minors with the tools to manage this unique population. Probation will continue to collaborate with the Health Care Agency and Department of Education to manage the behavior and try to meet the needs of this population.

- Attracting and retaining the most qualified individuals for entry-level institutional positions is a challenge since Probation competes with other law enforcement agencies for qualified employees.

Solutions: Probation will continue efforts to attract and retain the most qualified personnel by speaking at colleges and public events, operating outreach booths at the Orange County Fair and Career Day events, advertising Probation careers through the department's web site and publications, promoting the department's features and successes through positive media coverage, supporting competitive wages and benefits in line with other criminal justice agencies, and operating a volunteer program.

Case Study: Tom

Tom was heavily involved in gangs. He was ordered by the Court to complete the ASERT Program, an intensive drug intervention and education program at YGC. Tom did not like the way he was and wanted to change. During his stay at YGC, Tom became an effective leader, a role model, and a mentor to other minors in the program. He successfully completed a seven-week Gang Intervention Program and graduated from high school during his stay. Upon his release from YGC, he continued to be on probation through the ASERT program. Drug tests twice a week showed that Tom remained free of drugs upon his return to the community. He obtained a full-time job and paid off the restitution he owed. Today, Tom is a husband and the father of a year-old child. He currently lives in an apartment with his family and is being considered for promotion to foreman in his company. Even though he is no longer on probation, Tom likes to periodically call the staff at YGC just to let them know he is still doing well.

- Demographers report a steady population increase through 2010 within the age group of 12-to-17-year-olds. All indications are that the juvenile custody population will grow gradually and steadily during the same time period. By the close of 2005, the Probation Department will only have 434 secure beds and 346 non-secure beds, a total of 780 beds available for detained minors. The department will require more secure beds and staff resources. Environmental protection, community resistance, and unstable funding have inhibited the department's ability to acquire additional secure and non-secure facilities. Today, only felony offenders, gang members, and violent youth are detained in secure beds, and all other

offenders must be turned away. Acquisition of additional beds is of paramount concern, and public safety may be compromised if there are not enough beds to detain serious offenders.

Solutions: Seek a legislative solution that will create long-term and dedicated funding for juvenile delinquency programs and juvenile institutional construction. Complete computation of updated projections to determine future bed needs, and factor this information into facility planning efforts.

RESOURCES

The department's budget for Institutional Services is \$57.7 million gross total (\$33.2 million net county cost and \$24.5 million total revenue) and includes 704 positions (deputized and support staff).

Juvenile Institutions	Beds	Net County Funds (in millions)	Revenue (in millions)	Gross Total Funding (in millions)
Secure Detention*	430	\$21.0	\$16.4	\$37.4
Non-Secure Detention	314	\$12.2	\$8.1	\$20.3
<i>Joplin Youth Center</i>	64	\$2.6	\$1.4	\$4.0
<i>Los Pinos</i>	125	\$5.1	\$2.9	\$8.0
<i>YGC</i>	125	\$4.5	\$3.8	\$8.3
Grand Total	744	\$33.2	\$24.5	\$57.7

* Secure detention includes Juvenile Hall and Lacy Juvenile Annex. It does not include the contracted secure beds operated by the Santa Ana Police Department.

STRATEGIES FOR INSTITUTIONAL SERVICES TO ACCOMPLISH GOAL

- Monitor the efficiency of the automated Institutions Management System (IMS) and identify application and user efficiency issues for improvements.
- Maintain the incidence of facility overcrowding at or below the year 2004 level.
- Continue to plan for immediate and future bed space and programming requirements through regular management review of demographic trends in the institutional population.
- Pursue opportunities for funding to incrementally increase the number of juvenile detention and treatment beds. Seek a legislative solution that will create long term and dedicated funding for juvenile delinquency and juvenile institutional construction.
- Seek funds to design and implement expanded in-custody treatment programs and aftercare services for special populations of clients, such as severely emotionally disturbed offenders, female offenders, etc. Continue to collaborate with other agencies to develop and provide services to those juveniles who require specialized treatment to manage their behavior and meet their specific needs.
- Monitor juvenile offender population trends to evaluate the need for a phased build out and staffing of a new juvenile hall facility (County Strategic Priority).

- Work with the Resources and Development Management Department on a Master Maintenance Plan for ongoing repair needs, major replacement, and reconstruction of Probation's juvenile correctional facilities.

KEY OUTCOME INDICATORS

Four measures have been implemented to evaluate the department's effectiveness in meeting this goal.

- Percent of probationers who do not commit a new crime or law violation while on probation.
- Percent of probationers who do not commit a violent felony crime while on probation.
- Percent of probationers employed or in school.
- Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

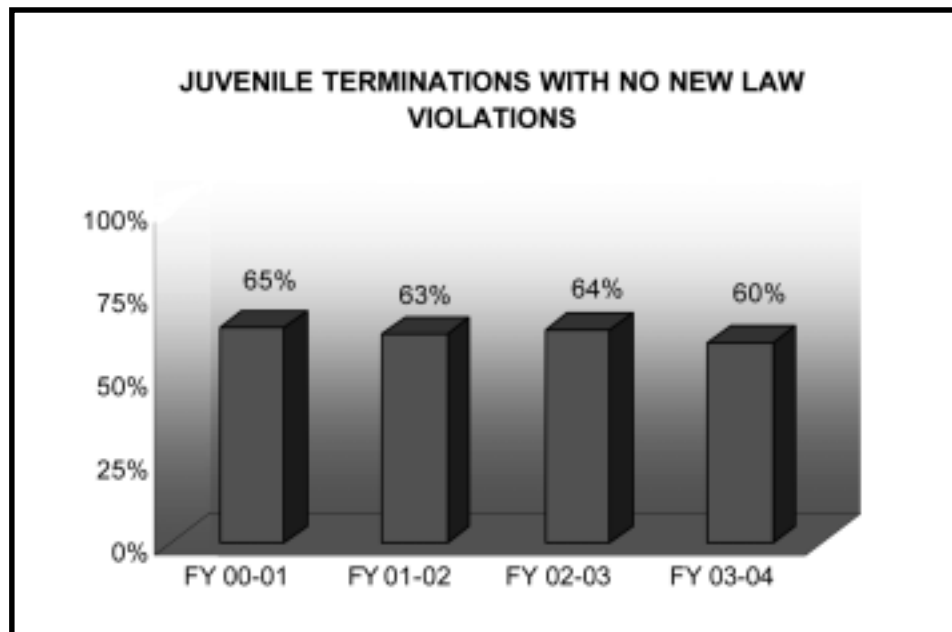
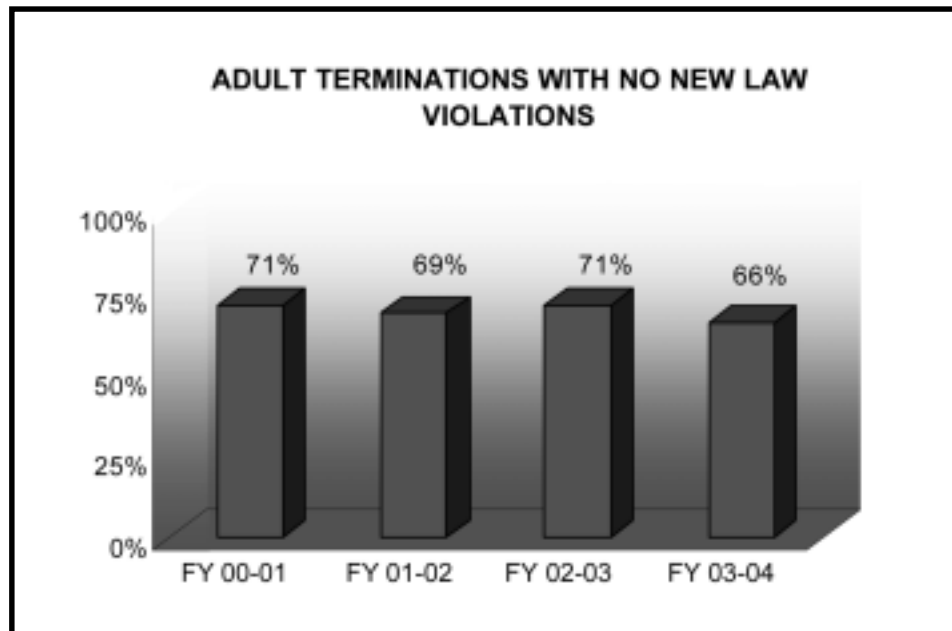
OUTCOME INDICATOR	FY 03-04 RESULTS	FY 04-05 PLAN	FY 04-05 ANTICIPATED RESULTS	FY 05-06 PLAN	HOW ARE WE DOING?
<p>What: Percent of adult and juvenile probationers completing probation without any new law violation during their supervision period.</p>	<p>Adult:</p> <ul style="list-style-type: none"> 66% of the 4,662 adults terminated formal probation in FY 03-04 without any new law violation during their supervision period. <p>Juvenile:</p> <ul style="list-style-type: none"> 60% of the 2,076 juveniles terminated formal probation in FY 03-04 without any new law violation during their supervision period. 93% of the 1,196 juveniles terminated informal probation in FY 03-04 without any new law violation during their supervision period. 	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Conduct a mid-year assessment of these indicators.</p> <p>Continue to monitor results for major groups of specialized offenders in comparison with aggregate results.</p> <p>Track results for adult field monitored caseloads.</p>	<p>Meet or exceed the following rates:</p> <p>Formal Probation:</p> <p>Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations while under probation supervision.</p> <p>Informal Probation (Juvenile only):</p> <p>Meet or exceed rates of 90% or more of juveniles terminating informal probation without any new law violations while under probation supervision.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Monitor results for all field monitored caseloads and other major specialized supervision groups.</p>	<p>These results indicate the department achieved the target for this goal of protecting the community from further criminal activity by probationers. Of concern, however, was a decline in this year's formal probation results compared with findings for the prior three years. Positively, the juvenile informal probation result (93% terminating without a new law violation) was above the 90% goal and similar to the previous years.</p> <p>While the current year formal probation findings are still comparable to probation outcomes reported in the literature, several areas were explored as possible factors contributing to the decline. One such area was the current year results for the largest specialized group of adult probationers (*), the PC1210 offenders. Their FY 03-04 results showed that 64% of 446 probationers on PC1210 terminated without any new law offense, a percentage only slightly lower than the overall result. Another change that occurred in adult supervision was the implementation of field monitored caseloads. Early findings from the violation analyses for these cases indicates they have relatively low violation rates, suggesting that the appropriate lower-risk offenders are being placed in this monitored status. The results from both of these analyses, though important, do not appear to explain the overall decline for the adult probationers.</p> <p>General crime trends were also examined. According to recent California Department of Justice statistics, there was a modest increase in reported property crimes (burglary, motor vehicle theft, and larceny) during 2003 continuing through the first six months of 2004. Though there's no direct correlation between this increase and probation outcomes, it will be a trend to watch carefully, particularly for juveniles since property crimes are typically their highest crime offense category.</p> <p>(*) While juvenile supervision has specialized caseloads, the numbers terminating during each year are generally very small.</p>

Why: Measures level of community safety by identifying probationers who do not commit a new law violation.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

Why is this important? This indicator marks the department's success rate in protecting the community from additional law violations by adult and juvenile offenders who are supervised by the Probation Department. Changes in offender recidivism guide the department in distribution of resources and define the level of supervision for offenders. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a violent crime while on probation.

OUTCOME INDICATOR	FY 03-04 RESULTS	FY 04-05 PLAN	FY 04-05 ANTICIPATED RESULTS	FY 05-06 PLAN	HOW ARE WE DOING?
<p>What: Percent of all adult and juvenile probationers completing probation without committing a violent crime during their supervision period.¹</p>	<p>Adult: 96.8% of the 4,662 adults terminated from formal probation in FY 03-04 did not commit a violent crime during their supervision period.</p> <p>Juvenile: 97.0% of the 2,076 juveniles terminated from formal probation in FY 03-04 did not commit a violent crime during their supervision period.</p>	<p>Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure.</p> <p>Assess results for specialized categories of offenders in comparison with aggregated results.</p> <p>Monitor violent crime trends both within and outside of the County.</p>	<p>Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision.</p>	<p>Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure.</p> <p>Monitor results for all field monitored caseloads and other major specialized supervision groups.</p> <p>Monitor violent crime trends both within and outside of the County.</p>	<p>The FY 03-04 results revealed that almost all adult and juvenile probationers complete their probation supervision without committing a violent crime. These results are consistent with prior years' results and validate the continued success of probation and other law enforcement agencies in keeping the community safe from the most violent acts of crime.</p> <p>The findings here also correspond to state and national statistics, which show violent crime continuing its downward trend. For instance, the most recent statistics from the California Department of Justice indicate that reported violent crime in California was down 3.8% in the first six months of 2004 compared to the same 2003 time period. The statewide statistics did, however, show modest increases in the violent crime categories of homicide and forcible rape. These changes, as with other crime trends, are watched closely to identify any longer-term changes that may impact probation.</p>

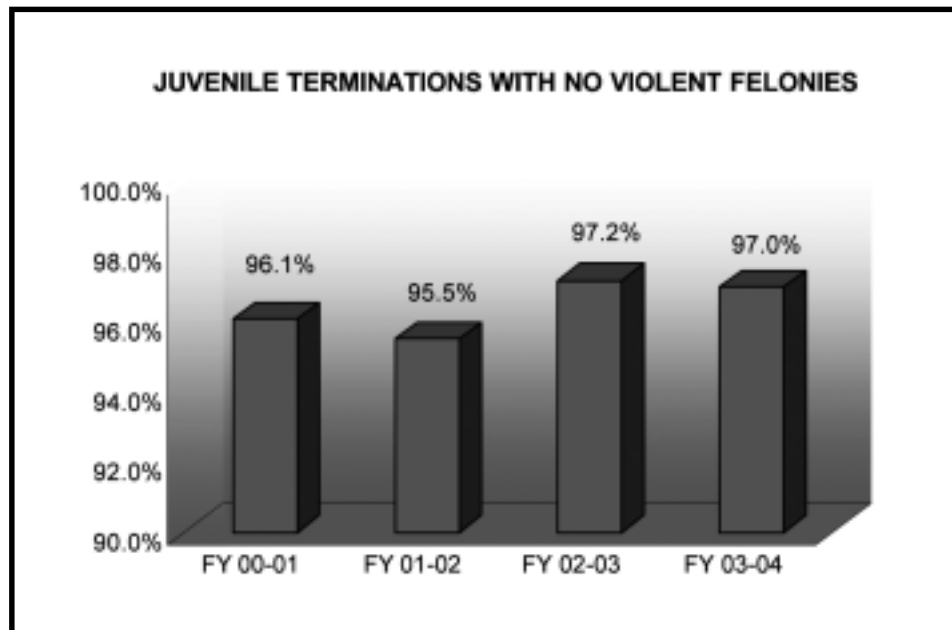
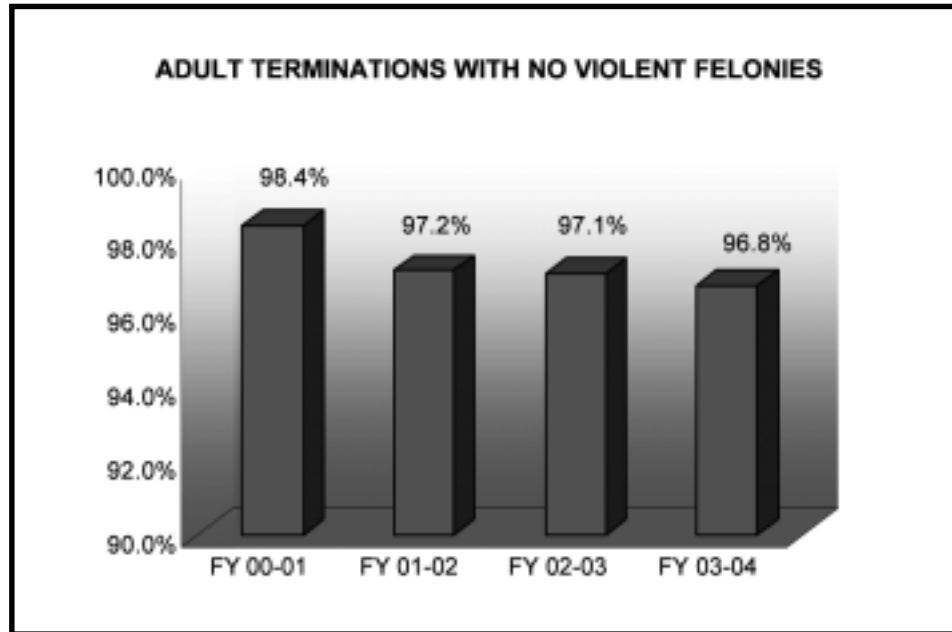
Why: Measures level of community safety by identifying probationers not arrested for violent crimes.

¹ Violent crimes as defined by the California Department of Justice include homicide, forcible rape, robbery, assault, and kidnapping.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a violent crime while on probation.

Why is this important? This indicator marks Probation's success rate in protecting the community from the most violent criminal acts. Changes in offender recidivism guide the department in distribution of resources and define the level of supervision for offenders. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database and Case Management System, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers employed or in school.

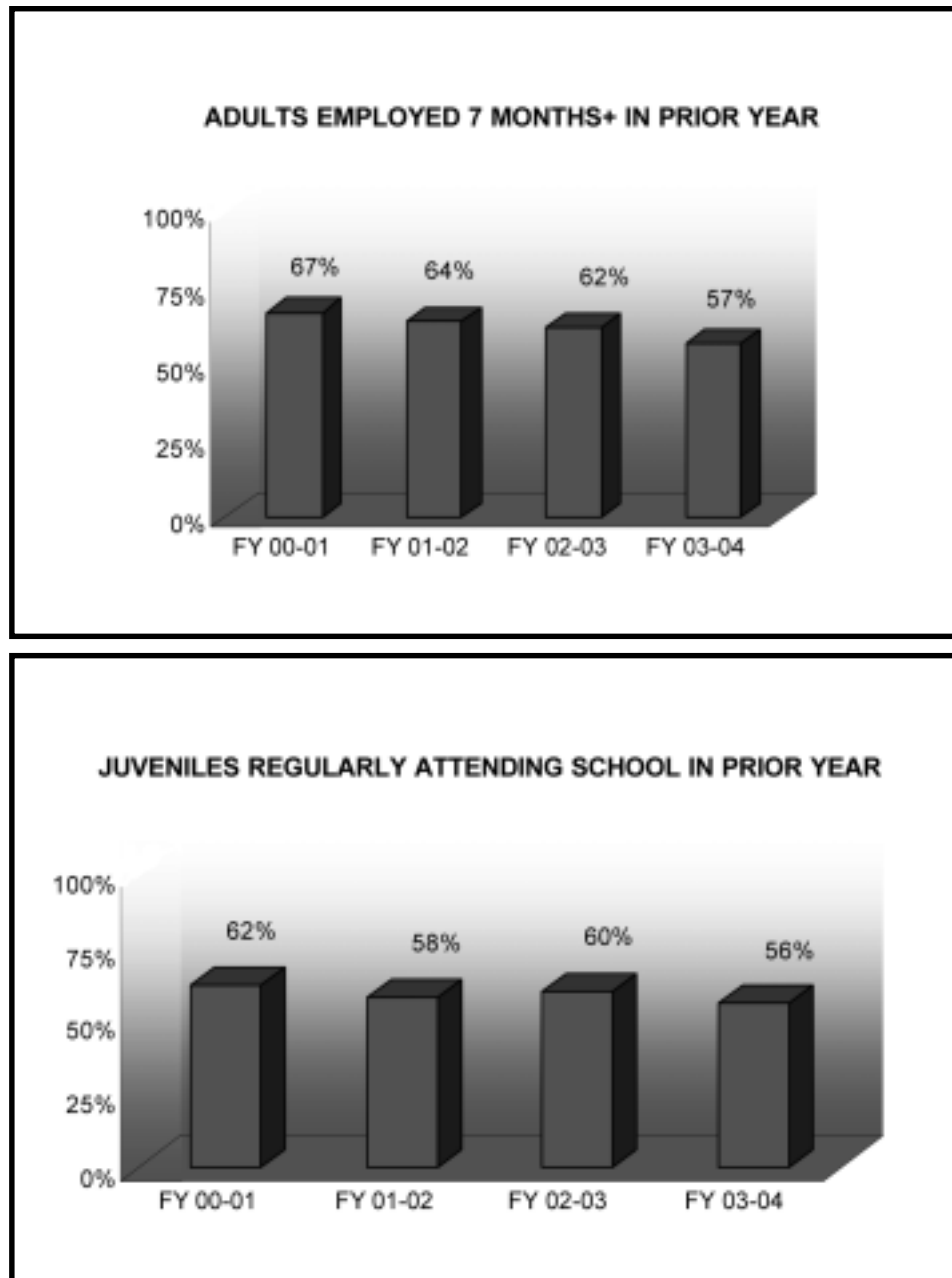
OUTCOME INDICATOR	FY 03-04 RESULTS	FY 04-05 PLAN	FY 04-05 ANTICIPATED RESULTS	FY 05-06 PLAN	HOW ARE WE DOING?
<p>What: Percentage of adult probationers employed or in school for five months or more in the past 12 months. Percentage of juvenile probationers consistently attending school.</p>	<p>Adult: 57% of the 10,051 adult probationers under probation supervision in FY 03-04 were employed or in school for 5 months or more in the preceding 12 months.</p> <p>Juvenile: 56% of the 3,618 juvenile probationers under probation supervision in FY 03-04 were attending school regularly without truancy problems.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Evaluate factors that may negatively impact these outcomes and consider methods to address issues. Conduct a mid-year assessment of both indicators.</p>	<p>Adults: Meet or exceed a 60% rate of adult probationers employed or in school for 5 months or more in the prior 12 months.</p> <p>Juveniles: Meet or exceed a 55% rate of juvenile probationers consistently attending school.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Examine the indicator results for subgroups of specialized offenders.</p> <p>Assess impact of automation of the needs assessment (source of indicator data) on the outcome results.</p>	<p>While the FY 03-04 juvenile result is still slightly above the goal of 55%, the adult result for the first time fell below the target goal of 60%. The decline in both of these outcome results is cause for concern and a number of areas are being looked at as possible factors contributing to the drop.</p> <p>In terms of the adult employment indicator, one area that appears to partially explain the decline in this year's result is the increasing proportion of adults on PC1210 probation. A review of the results for this subgroup of probationers indicates that their percent employed was lower (47% of 1,186) than the overall 57%. Information about the current economic situation in the County also reveals that the employment result observed here mirrors county indicators. For example, the U.S. Department of Labor reports that the Orange County unemployment rate has declined only marginally since 2002 when it was 3.9% and was still at 3.6% as of June of 2004. Addressing probationers' employment needs in the current economic environment, particularly for the PC1210 probationers who have critical substance abuse treatment needs as well, will test the department's resources and necessitate very close monitoring.</p> <p>School progress is central to the resocialization of juvenile offenders, and officers closely monitor both attendance and performance of probationers. While the 56% regularly attending school is lower than desired, it should be noted that it is more than double the proportion of these juveniles (2.5%) who were regularly attending school when they were initially placed on probation. Nevertheless, education remains a top priority in the supervision of juveniles in both the field and institutions, and the department has begun several efforts to foster positive school outcomes. One such effort involves enhancing services available for juvenile offenders identified with special education needs. Over the coming year, periodic checks will be carried out to assess the impact of these efforts on outcomes.</p>

Why: Measures probation's success in assisting probationers to gain employment or to maintain regular school attendance.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers employed or in school.

Why is this important? Gainful employment and regular school attendance are key measures of progress for adult and juvenile offenders. The decline in both of these outcome results is cause for concern and a number of areas are being looked at as possible factors contributing to the drop. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

OUTCOME INDICATOR	FY 03-04 RESULTS	FY 04-05 PLAN	FY 04-05 ANTICIPATED RESULTS	FY 05-06 PLAN	HOW ARE WE DOING?
What? Percent of improvement in adult and juvenile offenders' interpersonal functioning and life-skills abilities based on a standardized assessment of needs after one year on probation supervision.	Adult: 1,850 adults were assessed in FY 03-04 after having been on probation for approximately one year. After one year on probation, <ul style="list-style-type: none"> • 48% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 26% had improved to the extent that their overall need classification was reduced to a lower level. 	Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators. Evaluate factors that may negatively impact these outcomes and consider methods to address issues. Conduct a mid-year assessment of all indicators. Examine feasibility of developing standardized indicators that take into account the probationers' initial needs profile.	Meet or exceed the current year results.	Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators. Establish target goals based on the five-year results.	During their first year on probation, nearly half of adult offenders and not quite two-thirds of juvenile offenders had made progress in addressing their needs and improving their functioning and life-skills. For about one-quarter of the adult probationers and one-third of juvenile probationers, this progress resulted in a lowering of their overall needs classification. This year's juvenile results were slightly lower than the previous year's but still within the range of results over the four reporting years. Given the reduction in the specialized Youth and Family Resource Centers, which serve the new wards with the highest services needs, more creative collaboration will be necessary to garner the resources needed to serve this high-risk population.
	Juvenile: 428 juveniles were assessed in FY 03-04 after having been on probation for approximately one year. After one year on probation, <ul style="list-style-type: none"> • 61% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 34% had improved to the extent that their overall need classification was reduced to a lower level. 			Assess impact of automation of the needs assessment (source of indicator data) on the outcome results.	The substantial decline observed in the Adult results, especially in contrast to the first reporting year (FY 00-01) outcomes, is particularly disturbing. As with several of the other outcome indicators, the impact of the PC1210 probationers was examined but did not yield any notable differences for this group compared with the overall results. However, since these indicators measure change based on the initial assessment, an important consideration is whether probationers all start out "about the same." A comparison of the initial needs profile for the current year's probationers compared to the FY 02-03 groups found that whereas the two juvenile populations were similar in their initial needs, the two adult populations were not. Specifically, the current year adult population actually began with <i>fewer</i> serious needs, meaning they had less deficits to address and improve upon, compared with the prior year's adult group. These findings suggest that devising a more standardized measure may be appropriate. Over the coming months, these indicators will be reviewed to determine if they can be further refined to accomplish this.

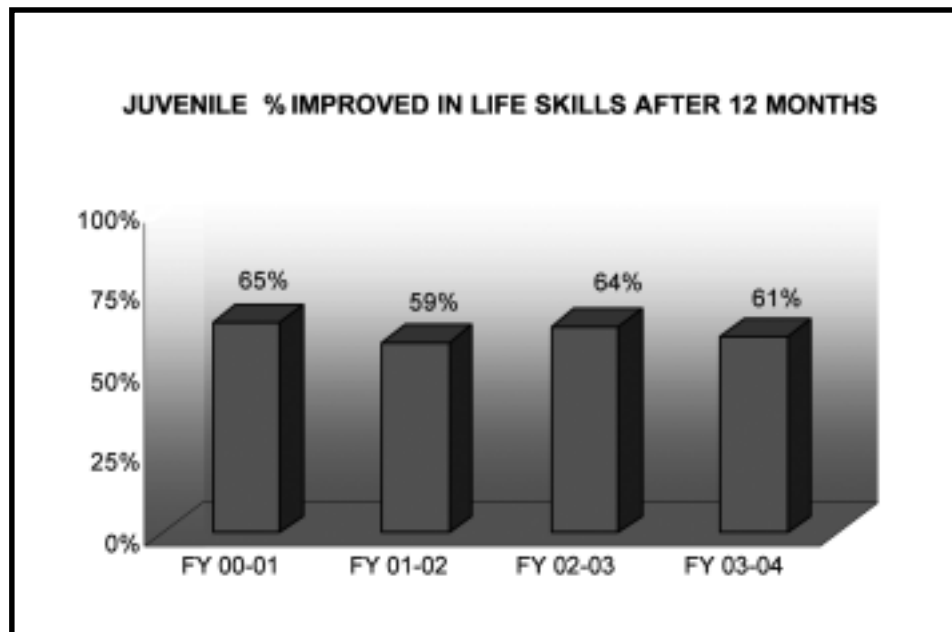
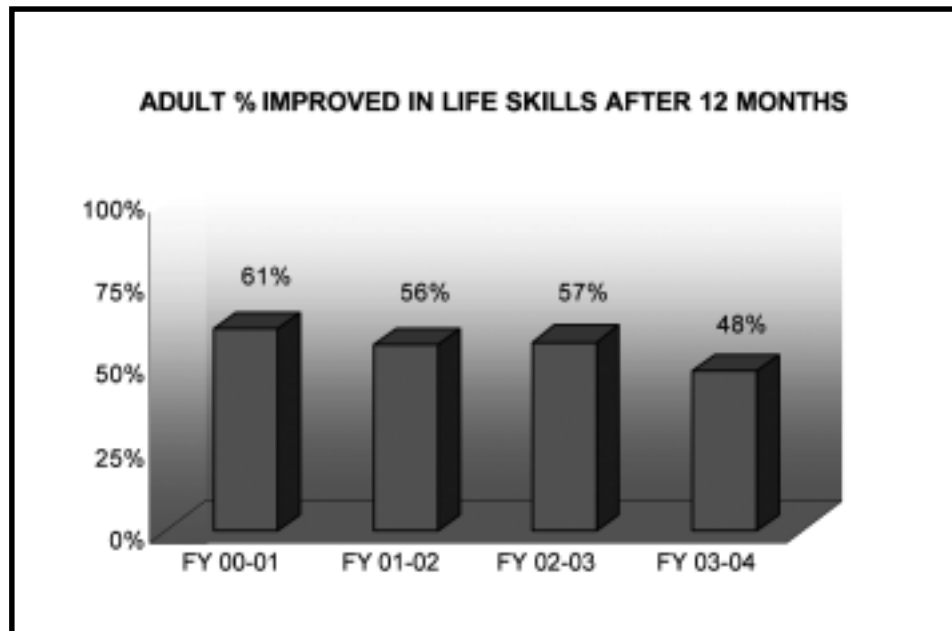
Why: Measures effectiveness in addressing juvenile and adult probationers' needs during their first year under probation supervision.

² The Deputy Probation Officers conduct a standardized risk/needs assessment when an offender is first placed on probation and at six-month intervals while on probation. The needs assessment, which is the information source for this measure, helps the officer identify the offender's resocialization service needs in the following areas: Academic/School Problems; Alcohol & Drug Abuse; Emotional Stability; Physical Health; Parental or Marital/Family Relationships; Peers/Companions; and, FOR ADULTS ONLY, Vocational Skills, Employment Stability, Financial Stability.

KEY OUTCOME TRENDS

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

Why is this important? Improvement in life-skills abilities indicates probationers are gaining the skills needed to become productive law-abiding citizens. Areas measured are academic/school progress, alcohol/drug abuse, emotional stability, physical health, parental or marital/family relationships, peers/companions, vocational skills, employment stability, and financial stability. Improvements in these areas are very case specific and can fluctuate dramatically. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

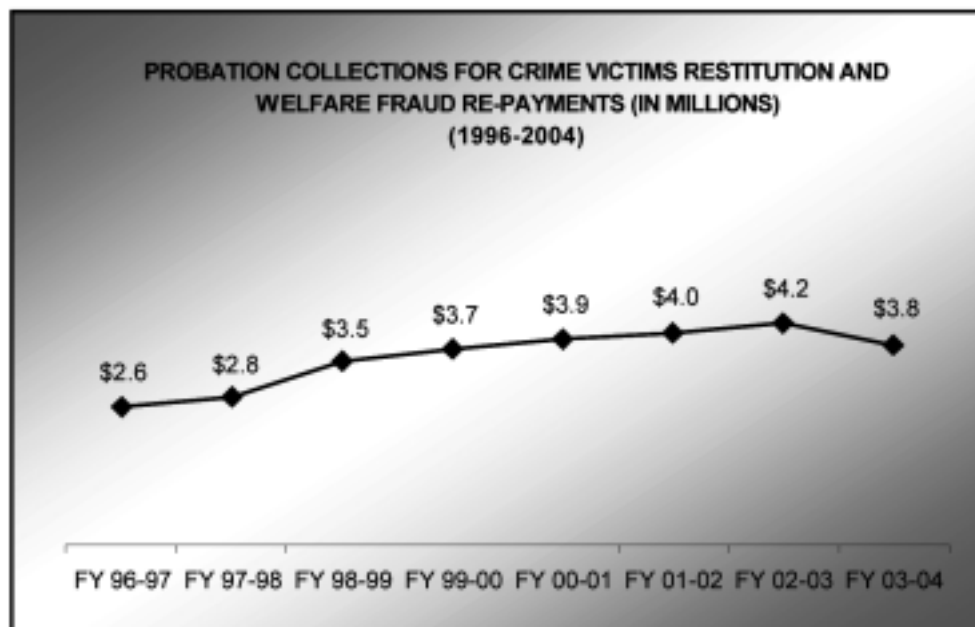


Goal # 3: Assist crime victims by presenting their interests to the Courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. The department's unique role in victim services begins when the offender is being processed by the Juvenile and Criminal Courts and continues for as long as the offender is on probation supervision. The department coordinates efforts with other organizations in the County that provide services to victims, such as Victim Witness. Both organizations assist the victim to understand the criminal justice process, but the Probation Department presents the needs and interests of victims to the Court in court reports. Once the offender's case is adjudicated, Deputy Probation Officers and Collection Officers provide information to victims, offer support services, collect restitution, and make referrals to resources. Deputy Probation Officers also increase the safety of victims by monitoring the activities of offenders, which is especially critical in stalking and domestic violence cases. A Victim Services Coordinator and Victim Services Strategic Planning Group coordinate efforts for victims, provide programs and training for Probation Department staff so they are knowledgeable and sensitive to victims and victim issues, and respond to victims who have questions or need assistance.

CLIENTS

Victims come to the attention of the Probation Department because of crimes committed against them. These crimes may range from a relatively minor incident of petty theft to a serious, life-threatening crime of violence, such as assault or rape. Victims come from a variety of ethnic, economic, and social groups. Their ages range from children to the elderly. Of the more than 1,200 victims that responded to the department's annual victim survey over the past few years, nearly 50% were over 45 years old with another 37% between 25 to 44, and the remainder under 25 years of age. Respondents were almost equally divided by gender. The majority of respondents had been victims of a theft. The needs of victims differ according to their own response to the crime and the nature of the crime.



Case Study: Lois

Lois is a middle-aged female on probation for stealing from the elderly patients at the assisted living facility where she worked. She was video taped and stolen items were found in her possession. She was placed on probation, ordered to make restitution to her victims, and prohibited from working in the health care field. Lois complained that she was destitute and had no money to pay the \$3,400 in restitution she owed. She wanted permission, which was not granted, to return to the health care field. However, the Probation Officer searched her purse during an office visit and found she had \$1,600 in cash. She was also driving a new SUV. Lois continued to resist paying her restitution, claiming she was unable to find work. The deputy persisted and discovered Lois was working at a profitable business she owned with her husband. During a surprise visit to that place of business, the Probation Officer confronted Lois. Despite her efforts to claim the store was new and her husband's sole business, evidence in the store revealed the business was several months old and she was a partner in the business. Lois finally had to take responsibility. Since then, she has been regularly making her monthly restitution payments without complaint. The probation officer continues to make sure Lois does not return to the health care field where she would be in a position to again victimize the elderly.

The Probation Department tries to give these victims a direct, meaningful voice in the criminal justice system. Deputy Probation Officers contact crime victims and give them the opportunity to share with the Courts their version of the incident and its impact on them. Also, victims are provided with information about the court process and the meaning of court orders that relate to them. Once offenders are placed on probation, deputies supervise them to prevent further victimization.

One of the most important services provided to victims by the Probation Department is the collection of restitution ordered by the Court. Collection Officers retrieve restitution for crime victims and an assortment of fines, penalties, and fees which offset costs to provide criminal justice services. For FY 2003-04, Probation collections totaled approximately \$3.8 million for crime victim restitution and Welfare Fraud re-payments.

Specialized services are provided for the victims of domestic violence batterers and sex offenders. In the Domestic Violence Unit, specially trained Deputy Probation Officers administer nationally recognized instruments to assess the level of danger presented to victims. Volunteer staff are available to maintain regular contact with the victims of sex offenders who seek additional services. Juvenile sex offenders on probation and their victims are being targeted for program services by the District Attorney and Probation Department. Though representing a small number of all juvenile offenders, the number of juvenile sex offenders has been rising. This joint endeavor, partially funded by federal Juvenile Accountability Block Grant funds awarded to the District Attorney, is intended to prosecute, treat, and monitor juvenile sex offenders and ensure they are held accountable for restitution to their victims.

CHALLENGES

- A lack of understanding of Welfare and Institutions Code 730.7 leaves parents confused, frustrated, and often less cooperative in the process of collecting restitution. This law finds that custodial parents are "jointly and severally liable" for restitution owed to victims of crimes committed by their children. Likewise, companions in crimes are often found "jointly and severally liable" for restitution as well. While the law is intended to make the victim whole, it creates a complex accounting system. The concept of "joint and several liability" is difficult for both parents and victims to understand. It means that each parent has a share of the restitution to pay. However, if one defaults or is unable to pay, the

other must pay the entire debt. Clarification of the concept is important because the collection of restitution is one of the most tangible ways Probation assists victims.

Solutions: To assist both victims and parents to better understand the process for collection of restitution, Probation will continue to mail informational brochures to victims and parents that explain the process and what can be expected. These brochures will be available in English, Spanish, and Vietnamese.

- It is difficult for Juvenile Investigation to obtain Victim Impact Statements and restitution information from some victims. These responses are needed for the Court to make informed decisions and for Probation to ensure the needs of the victims are met.

Solutions: Probation will seek to obtain a volunteer or deputy position to follow up with victims when they do not respond to the request letters Probation sends to them.

- With reduced resources, it will be a challenge to maintain the proper focus on victim services.

Solutions: The Victim Services Strategic Planning Group will continue to meet and provide direction for victim services. Annual training classes on victim awareness will be provided to staff. The department will maintain a Victim Services Coordinator even though reductions require it no longer be a dedicated, full-time position. An annual Victim Satisfaction Survey will continue to be conducted and the results analyzed for improvement in victim services.

- It is difficult to develop a method to survey victims of serious crimes because of the sensitivity of the cases and the trauma involved.

Solutions: In the upcoming year, the VSSPG workgroup currently reviewing critical contact points with victims throughout Probation will focus on contacts with victims of serious crimes during the second phase of their work. The research staff will also continue to search for examples of “best practice” programs dealing with serious crime victims and any research findings relevant to conducting studies of this population. Information from both of these efforts should help to better understand



The VSSPG provides oversight and coordination for the department's services to victims.

who these victims are and what may be appropriate strategies for a satisfaction survey methodology.

- Victims of domestic violence and sex offenders may be significantly traumatized and, due to the nature of the crime, in need of specialized intervention.

Solutions: The department will work collaboratively with other public and private agencies providing victim services to ensure that victims receive desired and needed services. Methods will be developed to obtain input from victims in order to secure enhanced support services.

RESOURCES

The goal of assisting victims encompasses resources and staff from all three of the department's key service areas: Institutional Services, Field Services, and Special Services.

The Victim Services Coordinator (VSC) is involved in the development and oversight of all programs involving victims, as well as direct services. Deputy Probation Officers (Adult Court and Juvenile Court Divisions) interview victims to include their statements in court reports. The Collection Officers (Administrative and Fiscal Division) and assigned Deputy Probation Officers (Adult and Juvenile Supervision Divisions) are responsible for the collection of restitution and other victim case contacts as necessary. Staff in the institutions provide victim sensitivity training to offenders and require minors to pay restitution with a portion of any money earned. Staff from the Research Division, in conjunction with the VSC, conduct the victim surveys and participate in follow-up activities as required. A Victim Services Strategic Planning Group (VSSPG) comprised of managers, research, and program staff work with the VSC to coordinate/develop victim services for the department.



Presenters at Los Pinos's Youth Law Day talk with some of the minors after the program. The purpose was to educate the youth on the negative effects of crime on their families, friends, and communities.

STRATEGIES TO ACCOMPLISH GOAL

- Use the results of victim satisfaction surveys conducted for the past four years to evaluate the quality of probation services to crime victims and recommend improvements.
- Continue to research appropriate strategies for a satisfaction survey methodology for the victims of serious crimes.
- Continue to develop and coordinate victim services through the Victim Services Coordinator and Victim Services Strategic Planning Group.
- Maximize financial recovery for victims and promote the accountability of offenders by continuing to refine the Probation Financial System (PFS), increasing efforts to obtain responses from victims regarding their financial losses, and helping victims to better understand the process for collecting restitution.
- Increase staff awareness, knowledge, and sensitivity regarding crime victims by disseminating victim awareness information, providing training regarding victims and specific victim issues, and collaborating with other victim-service providers.
- Continue to provide victim awareness education programs at the juvenile institutions and YFRCs.
- Continue to evaluate the needs of distinct populations, such as victims of domestic violence and sex offenders, and assist with the development of appropriate services.

KEY OUTCOME INDICATORS

Two measures have been implemented to evaluate this goal:

- Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.
- Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

KEY OUTCOME INDICATOR REPORTING

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

OUTCOME INDICATOR	FY 03-04 RESULTS	FY 04-05 PLAN	FY 04-05 ANTICIPATED RESULTS	FY 05-06 PLAN	HOW ARE WE DOING?
<p>What: Percentage of court-ordered restitution paid by adult and juvenile probationers to crime victims.</p>	<p>Adult: (*) In FY 03-04, 866 adult probation cases with restitution obligations to victims, including welfare fraud cases, were closed.</p> <ul style="list-style-type: none"> 52% of the obligations were closed with the victim <i>paid in full</i>. A total of \$2,649,637 in restitution was paid to victims by all adult probationers whose obligations closed. Of that amount, 87% of the restitution dollars collected went to victims <i>paid in full</i>. <p>Juvenile: In FY 03-04, 650 juvenile probationer cases with restitution obligations to victims were closed.</p> <ul style="list-style-type: none"> 81% of the obligations were closed with the victim <i>"paid in full."</i> <p>A total of \$437,267 in restitution was paid to victims by all juveniles and their parents whose obligations closed. Of that amount, 95% of the restitution dollars collected went to victims <i>paid in full</i>.</p>	<p>Evaluate whether appropriate target goals can be formalized. Continue to develop an automated methodology for reporting on closed cases where victims were compensated less than 100% but in accordance with the probationers' financial ability to pay. Continue reviewing current collection practices to identify areas for improvement.</p>	<p>Meet or exceed the prior years' results.</p>	<p>Establish target goals based on the five-year results.</p> <p>Implement expanded reporting on closed cases where victims were paid in accordance with probationers' ability to pay.</p> <p>Implement any modified or new practices that are designed to improve collection of victim restitution from probationers.</p>	<p>Over half of the adult restitution cases and more than 80% of the juvenile restitution cases that closed in FY 03-04 did so with the victim being paid in full. Collection of restitution from probationers is a major component of the department's efforts to better serve victims and help make them whole. To accomplish that, collection officers work in close collaboration with probation officers to monitor and enforce restitution collection. The increased focus on this area over the past few years has resulted in more standardization of collection efforts as well as some significant enhancements. For example, an enhancement implemented several years ago enables probation to obtain a formal restitution court order as soon as restitution is set rather than having to wait until the closure point. Since the tracking of this outcome indicator began, anywhere from 800 to 900 adult restitution obligations and 600 to 650 juvenile restitution obligations are closed annually. As the outcome results indicate, the majority of the juvenile obligations close with the victim being fully compensated. For adult closed obligations, this percentage is lower. However, in a number of those obligations where the victim was not fully compensated, the offender has been making regular payments based on their ability to pay. Using the individual case data compiled for this year's reporting, the collection officers will be reviewing information on those cases where the victim was not compensated 100%; however, the offender was paying on their obligation according to their ability to pay. The goal of that effort is to identify a systematic and efficient method to capture information about such cases for future reporting on this outcome indicator.</p>

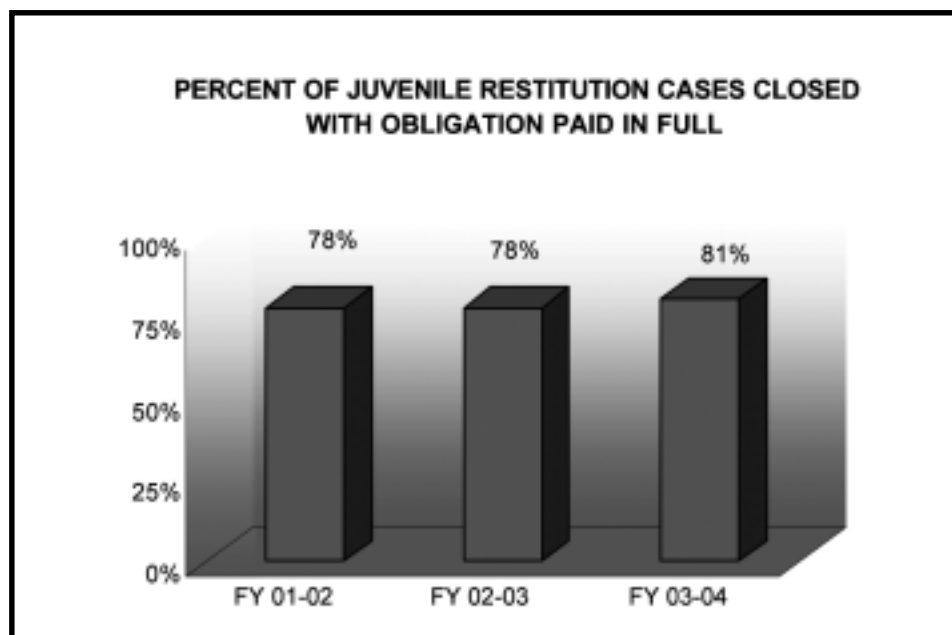
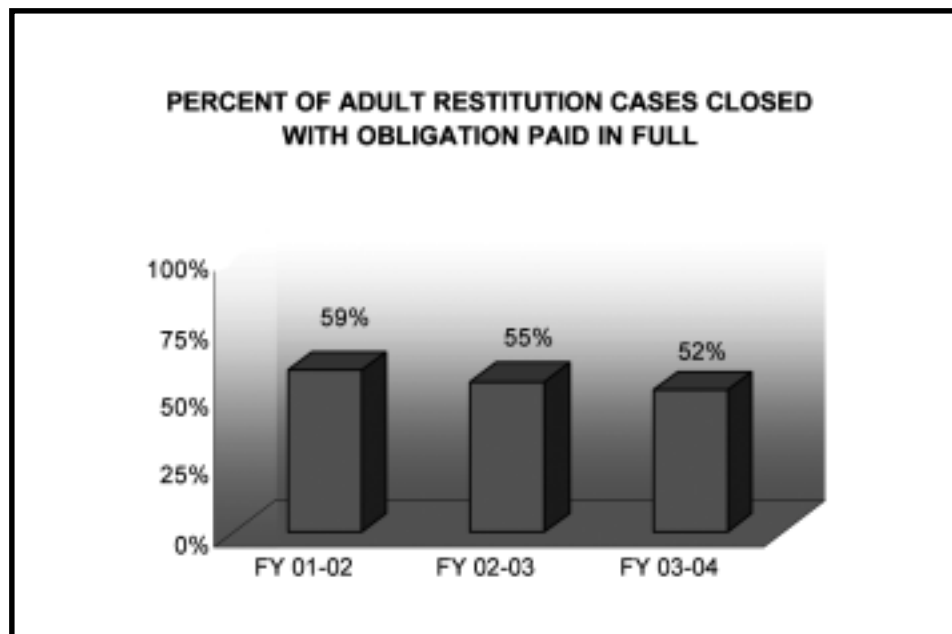
Why: Measures probation's success in collecting restitution for crime victims.

(*)The adult reporting on this indicator includes welfare fraud restitution closed cases. This restitution is returned to the county Social Services Agency.

KEY OUTCOME TRENDS

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

Why is this important? Collecting restitution for victims represents one very tangible way that probation officers can assist victims. This indicator shows the effectiveness of the department's collection efforts at the closure of the offender's obligation. For more information, refer to the previous page.



Source: Probation Financial System, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

OUTCOME INDICATOR	FY 03-04 RESULTS	FY 04-05 PLAN	FY 04-05 ANTICIPATED RESULTS	FY 05-06 PLAN	HOW ARE WE DOING?
What: (*1) Ratings of victim satisfaction with the quality and manner in which department services are provided to victims.	<p>Surveys were mailed to 1,641 victims representing the two major victim service areas within probation (victims owed restitution and victims contacted for intake and investigations). Respondents were also given the opportunity to request further information when they returned the survey.</p> <p>A total of 236 individuals had responded to the survey by early December, representing over 14% of all surveys mailed. As in the past, the primary contact with probation staff occurs via letter or telephone. The responses indicated that, overall:</p> <ul style="list-style-type: none"> • 61% were satisfied with the victim services they had received from probation. • 23% expressed dissatisfaction with the services. <p>Of those responding, 39% requested further information about their case. Probation's Victim Services Coordinator is now following up on each one of these requests.</p>	<p>Maintain the resources to support victim services.</p> <p>Continue review of key system points where victim contacts occur.</p> <p>Continue to assess appropriate methods to survey victims of violent crimes.</p>	<p>Meet or exceed the baseline results.</p>	<p>Maintain the resources to support victim services.</p> <p>Initiate surveys of victims at selected points in the probation system.</p> <p>Formalize a plan for surveying victims of violent crimes.</p>	<p>Over 60% of the survey respondents reported overall satisfaction with the victim services they received. While this finding is slightly lower than last year's figure of 66%, it still exceeds the baseline results by nearly 10%. Moreover, the results for all ten survey questions were higher than the baseline year with courtesy of the staff once again being the area rated highest in satisfaction (66%). Of interest is the moderate increase noted in satisfaction with staff's encouraging victims to give information about their case (44% up from 40% baseline). These Victim Impact Statements have been identified as important to helping victims move toward healing and closure, and staff makes a concerted effort to obtain victim input in every case involving a victim.</p> <p>The victim survey responses over these past five years have become an excellent indicator of the department's growing efforts to serve victims and an important tool for identifying what remains to be done to address their needs. Much of that feedback has come via the respondents' comments and requests for additional information. The victim hot-line calls handled by the Victim Services Coordinator and victim-related questions to the coordinator from staff have also helped to better focus the agency's efforts.</p> <p>Plans for this upcoming year include continuation of the work already underway by the VSSPG to assess ways to expand upon the survey. This expansion, when completed, will allow for surveying victims closer to the service point. In addition, it is hoped that the survey, which at present targets victims receiving restitution and those victims of non-violent crimes, can be expanded to include victims of violent crimes. Part of the latter work has involved reviewing best practices and policies for programs dealing with serious crime victims. Both of these areas should greatly improve our knowledge about crime victims and how the agency can improve upon services to victims of probationers.</p>

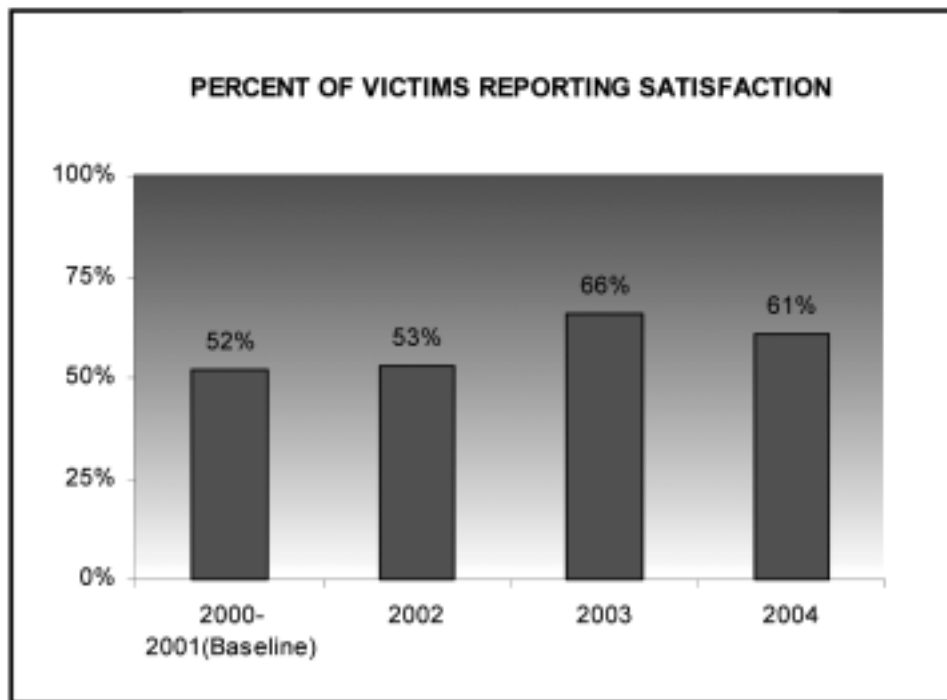
Why: Measures victim satisfaction with services provided by probation.

(*1) T The Victim Survey is conducted by the Probation Research Division and was developed by research staff following an extensive review of victim surveys used in criminal justice agencies nation-wide. The survey consists of 10 items and respondents rate satisfaction to each item on a five-point scale (strongly agree, agree, neutral, disagree, strongly disagree).

KEY OUTCOME TRENDS

Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

Why is this important? Responses from the victim surveys assist the department to improve services and address any gaps that may exist. For more information, refer to the previous page.



Source: Victim Survey Results, Orange County Probation Department.

DEPARTMENT-WIDE CHALLENGES, STRATEGIES, AND RESOURCES

Some of the challenges and strategies to accomplish the Operational Plan during 2005 are department-wide and affect all of the goals.

CHALLENGES

- Several business goals show downtrends in key outcome indicators from the 2000-01 baseline through the years up to 2004.

Solutions: The department will give consideration to analyzing circumstances that may be impacting the downward trends, such as changes in demographics, changes in reporting or collecting data, workforce changes, caseload increases or decreases, elimination of specific services, etc., and evaluate the need to redirect resources that will have a positive impact on outcomes.

- In May 2004 at its annual two-day Strategic Planning Retreat, the Probation Department decided to focus on three strategic planning initiatives during the coming year: Labor-Management Relations, Leadership Development, and Mission/Values.

Solutions: Three work groups were established. The department will hold quarterly half-day management retreats to hear reports from the work groups and evaluate their progress. (1) *Labor/Management Relations* will seek ways to improve relationships between managers/ supervisors and labor, promote service delivery, and provide training for supervisors in key areas. (2) *Leadership Development* will establish a system to ensure skills advancement for supervisors/managers, create a “360 Feedback” structure, evaluate development of a formalized mentoring program, improve career development planning, evaluate ways to identify the best candidates in the promotional process, and establish a leadership resource library. (3) *Mission/Values* will ensure Probation’s mission and values are integrated into daily decision-making at every level of the department and initiate a second employee satisfaction survey.



- During 2004, TANF funds for probation services were eliminated and replaced through the State's General Fund. While TANF was a stable funding stream, the General Fund is not. To ensure continuation of probation services and plan for future development, a stable funding stream is required.

Solutions: Probation will work with local and state organizations/officials to obtain a secure funding stream for juvenile delinquency and institutional services to address the loss of TANF funds.

- With the expansion of technology, the challenge is to ensure that the technology adopted by the Probation Department is the most beneficial to the operation of the department and fits into an overall plan of development.

Solutions: Probation will ensure new technology provides the most operational benefit by teaming appropriate operational staff with Data Systems staff in the development of key automation projects and providing oversight through the department's Integrated Case Management Steering Committee and Project Management Group.

- The Probation Department is running out of space to accommodate the growing number of paper files that must be warehoused.

Solutions: Document imaging is being used to provide immediate sharing of case information and to reduce the need to create new paper files, as well as provide relief through the electronic storage of archived files.

- An automated system is needed to facilitate the department's debt collection activities and provide information to more effectively manage our collection resources.

Solutions: The department is actively searching for a collections module that can interface with the existing Probation Financial System and automate these activities.

- The growing dependence of department operations on automation coupled with the ongoing maintenance and enhancement of these new technology applications require that the full-time staff have the appropriate technical skills.

Solutions: Identify opportunities and funds to support the cost of five to ten days of annual technical training for the IT staff.



IPT Ana Palma is using document imaging to convert paper documents to electronic files, a step in providing immediate sharing of case information.

- The increased volume of data related to digital documents, photos, signatures, etc. will require that the network performance be upgraded to provide the required capacity for adequate transmission performance.

Solutions: The data communications network switching equipment will be upgraded to the 1GB bandwidth technology.

- The Board of Corrections administers the Standards and Training for Corrections (STC) program, which requires that peace officers meet annual training requirements each fiscal year. In past years, this program had been supplemented by local assistance funding from the State. However, STC funding was eliminated on July 1, 2003 even though annual training requirements remain in effect. It will be a significant challenge for the department to utilize available resources to mitigate the loss of this funding source.

Solutions: Modifications to the department's training program continue to be implemented to mitigate the loss of state funding. The department is closely scrutinizing all training curriculums to ensure that the training is substantive and targets perishable skills. Expert in-house trainers are being utilized on a more frequent basis to avoid the cost of outside training providers. Specific training related to leadership development is being considered in conjunction with one of the strategic planning initiatives established in May 2004. The Leadership Development Work Group is reviewing the current Supervisory Core curriculum to ensure it focuses on the development of fundamental areas as well as more advanced developmental areas. Also, curriculum for a Clerical Core training course is being developed to enhance the collective skills of non-sworn staff. Evaluation and modification of the STC Training Program will continue during the upcoming year.

- The department currently utilizes the Microsoft Office 97 suite of software products. These products are no longer in compliance with County standards for desktop software. Installation of new software will be a significant strain on the department's IT staff resources and disruptive to end users during the transition.



Probation's Human Resources and Training Division coordinated over 47,416 hours of instruction in more than 345 professional classes in the last fiscal year. Pictured are Kimo Igarta, Joan Bassett, Kent Fletcher, Peggy Dames, and Greg Fall who are members of the department's training function.

Solutions: The department's PCs will be upgraded with the Microsoft XP operating system and the latest version of the Microsoft Office System suite of products. Probation will participate in the CIO/IT countywide migration to the Windows Server 2003 and Active Directory domain architecture project. Additional IT technical staff resources will be acquired to enable a timely and effective installation on each PC.

- The department's stated vision of Integrated Case Management (ICM) is a multi-year phased implementation project, initiated during 2002/2003 and continuing through 2004/2005, that will require the purchase of the related hardware and the software licenses to support the implementation and utilization of these technologies, as well as the "re-engineering" of many office processes and related staff training.

Solutions: The department will make annual purchases of the required scanner devices, additional desktop PCs to support the scanning operations, additional special function network servers, and additional On Base software licenses to support a base of some 1,400 users.

- The IT personnel classifications utilized within the division were established over twelve years ago to support an IT environment that was in its infancy. Expertise of staff has grown without reclassification of their positions. Currently, nearly every function within the department has an IT dependency component and over 90% of all applications are built in-house.

Solutions: The department will work with CEO/HR to assess the organizational structure of the Data Systems Division via a formal "Workforce Planning" methodology project to ensure that the proper levels and classifications of technical and management positions are in place. The review will include succession planning and staff development strategies. The project will also include the analysis of the duties, responsibilities, span of control, and technical competencies required in the current and planned IT technical and support environment within the department.

- The County's enhanced retirement package for non-sworn staff (to be implemented in July 2005) will have a significant impact on the department. Safety Retirement benefits for peace officers will continue to impact staffing levels. A Succession Planning Questionnaire that was distributed to staff in October 26, 2004 indicated that at least sixteen non-sworn staff and peace officers will retire within the current and subsequent fiscal year. It is anticipated that additional staff may choose to retire as more specific information becomes available.

Solutions: The department continues to place emphasis on its succession planning efforts to effectively deal with the recruitment, hiring, training, and promotion of qualified staff. Planning efforts will continue to go on in 2004 to ensure that staffing levels are sufficiently maintained. Also, the department is committed to working with the Human Resources Department and CEO/Employee Relations on countywide succession planning endeavors and replacement strategies to ensure a talent pool is ready to address changing organizational needs.

STRATEGIES

- Manage budget shortfalls without compromising the delivery of services that ensure public safety and the health and security of juveniles in the Probation Department's care.

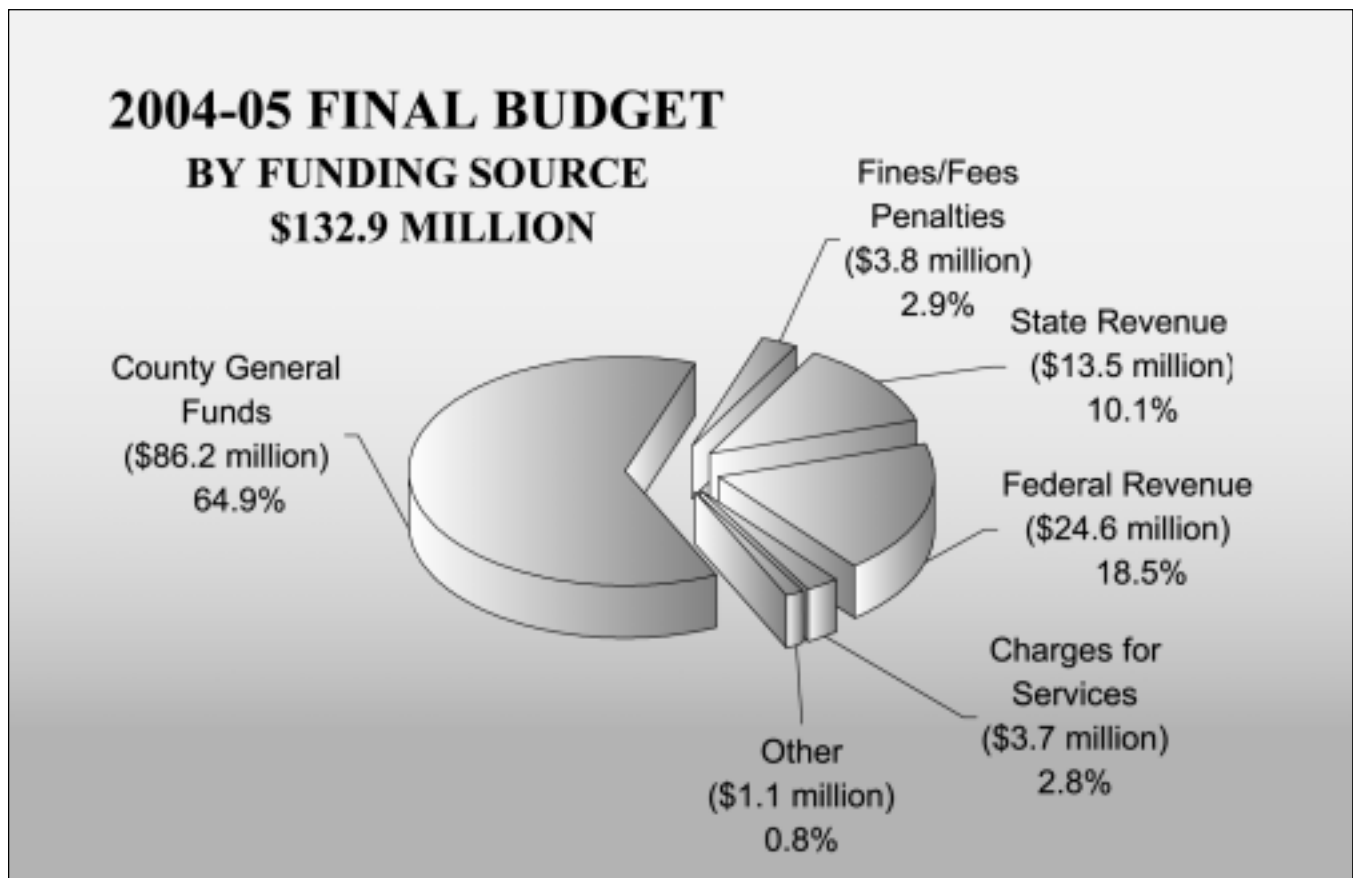


Tham Vo and Christopher Nelson of the Data Systems Division look at a section of Probation's network communications system.

- Work with local and state organizations/officials to obtain a secure funding stream for juvenile delinquency and institutional services to address the loss of TANF funds.
- Focus on three strategic planning initiatives during the coming year: Labor/Management Relations, Leadership Development, and Mission/Values.
- Continue the efforts begun in 2004 to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.
- Continue to utilize magnetic striped employee photo ID badges with photos and signatures to enable the use of magnetic door locks at all probation facilities. An additional benefit will be the collection of digitized signatures for all department staff, which will enable the use of electronic forms and reporting technologies in the future.
- Continue to explore the use of automation and other technological advances to improve business operations that increase the quality of services to our clients.
- Upgrade Probation's aging technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority).
- Continue to develop and implement an "online forms" capability within the *PROB-NET* department Intranet portal to eliminate, whenever possible, the cost of NCR multi-part paper types of forms. Forms will be created electronically using word processing software and processed in a manner that will facilitate electronic transmission and filing.
- Continue to devote the necessary resources to continue progress towards the department's 2002 strategic plan to develop an Integrated Case Management (ICM) system.
- Identify and plan for training requirements for end users in all automation projects to ensure efficient conversion to new systems.
- Continue to modify the department's training program to mitigate the loss of state funding while ensuring the training is substantive and targets perishable skills.

RESOURCES

The Probation Department has a \$132.9 million budget. Over sixty-four percent of the budget comes from the County General Fund, and the remainder represents revenues credited to Probation originating from federal and state sources, contracts for specialized probation services, and fees for services.





APPENDIX



Orange County Probation Department

**CHIEF DEPUTY PROBATION OFFICER
INSTITUTIONAL SERVICES**
Thomas Wright
Secretary, Ofelia Garcia

JUVENILE HALL – DIVISIONS I, II, & III
Sean Barry
Secretary, Vacant
Division I – Medical Liaison, Religious Liaison
Assistant Division Director, Jim Belter
Division II – Construction Unit Q/YLA
Assistant Division Director, David Burnham
Division III – School Liaison, Badge Training, Tour Coordinator
Assistant Division Director, Al Garcia

JUVENILE HALL – DIVISIONS III, IV V & VI
Monica Gallagher
Secretary, Jennifer Carlin
Division III – Position Control
Staff Analyst III, Vacant
Division IV – PMI Coordinator, CEGU Liaison, Maintenance/Safety
Assistant Division Director, Robert Rangel
Division V – Population Control, Camp Removals
Assistant Division Director, Cora Nichter
Division VI – SAJ Liaison
Assistant Division Director, Shawn Small

LOS PINOS CONSERVATION CAMP
Dallas Stahr
Office Supervisor, Lori Moyer
Non-secure Residential Treatment – Boys
Assistant Division Director, Steve Sentman

YOUTH GUIDANCE CENTER
Kathy Goto
Secretary, Nora Fernandez
Breakthrough Program, ASERT Program, Non-secure Residential Treatment – Co-ed
Assistant Division Director, Ronnie Bassett

JOPLIN YOUTH CENTER
Joe Salcido
Office Supervisor, Erica Lopez-Salazar
Non-secure Residential Treatment – Boys
Assistant Division Director, Vacant

CHIEF PROBATION OFFICER
Stephanie Lewis
Secretary, Janice Burke

**CHIEF DEPUTY PROBATION OFFICER
FIELD SERVICES**
Bill Daniel
Secretary, Marlene McVay

ADULT SUPERVISION DIVISION
Jeff Corp (SAO-SL)
Secretary, Karen Ziemke
North, West, Central,
South County Field Offices

JUVENILE SUPERVISION DIVISION
Connie Muckenthaler (SAO-SL)
Secretary, Rita Roberts
North, West, Central, South County Field Offices,
Placement, Juvenile Drug Court

ADULT COURT DIVISION
Mack Jenkins (SAO-SL)
Secretary, Vacant
Courtesy Supervision, Interstate Transfers,
County Parole, Resident Probation Officers,
Child Support/Welfare Fraud Unit, Investigation,
Adult Intake, Adult Drug Court, PC1210 Units

JUVENILE COURT DIVISION
Darlyne Pettinicchio (MOB-5)
Secretary, Aida Sanchez
Investigation, Custody and Non-Custody Intake,
Juvenile Admin, Diversion, Juvenile Court Officers

SPECIAL SUPERVISION DIVISION
Greg Ronald (CCO)
Secretary, Sierra Kennedy
K-9 Narcotics Detection, Special Enforcement,
Gang Violence Suppression, Adult Sex Offender
Supervision, Domestic Violence Supervision, Supervised
Electronic Confinement, Adult Admin., Dispatch

ORGANIZATIONAL CHART

**CHIEF DEPUTY PROBATION OFFICER
SPECIAL SERVICES**
Colleene Preciado
Secretary, Mary McDermid

LEGISLATIVE AFFAIRS
Vicki Mathews (NCFSO)

ADMINISTRATIVE & FISCAL DIVISION
Walt Watanabe (NCFSO)
Fiscal Manager, Lorna Winterrowd
Contracts Manager, Earl Rees
Secretary, Olga Echevarria
Accounting, Collections, Facility Operations,
Purchasing, Records, Payroll, Budget, Property Control,
Office Support, Contracts, Forms Control

PROGRAM DIVISION
Micheal Collins (NCFSO)
Secretary, Kara Lozano
8% Early Intervention Programs, Youth & Family
Resource Centers, Program Support, PCAA, Public Information
Assistant Division Director, Tom Hinkle

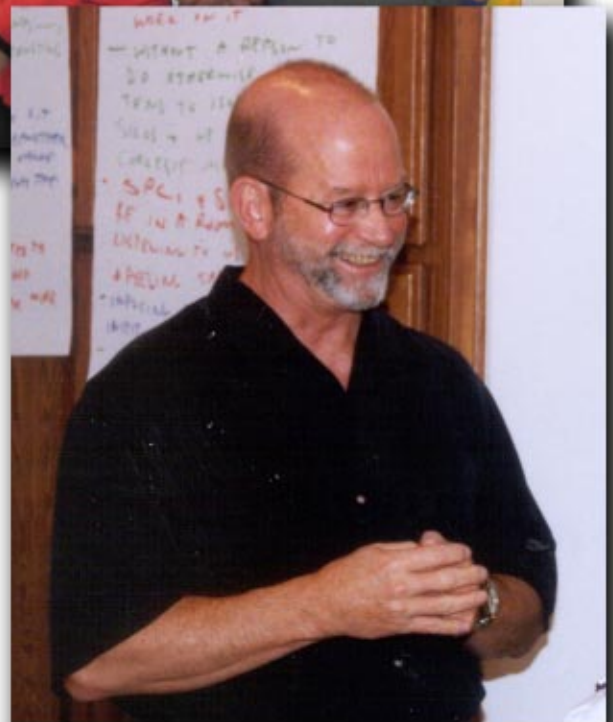
DATA SYSTEMS DIVISION
Dan Burtt (SAO-LL)
Office Specialist, Mary Ann Strossner
Software Development, Network Operations, AS/400
Operations, PC Support

HUMAN RESOURCES & TRAINING DIVISION
Donna Inouye (NCFSO & SAO-LL)
Secretary, Melodina Santos
Recruitment, Background Investigation, Employee
Relations, Classification, Subpoena Processing
Assistant Division Director, Sandra Martinez
Training, Volunteer Services (GAO)
Assistant Division Director, Kent Fletcher

RESEARCH DIVISION
Dr. Shirley Hunt, Manager (SAO-SL)
Secretary, Maureen Dumas
Program Development and Evaluation, Statistical Trend
Analysis, Department Outcome Measurement, Institutional &
Caseload Projections

TOP MANAGEMENT MOMENTS

Clockwise from right: Chief Deputies Colleene Preciado and Bill Daniel present a plaque to one of the speakers at the 2004 Strategic Planning Retreat. All four members of Probation's Top Management pose for a picture before a weekly meeting. Chief Deputy Tom Wright shares a laugh with a co-worker. Chief Stephanie Lewis enjoys herself as she poses with three of her biggest fans at the 2004 Probation Volunteer Awards.



MANAGEMENT TEAM

The Chief Probation Officer and three Chief Deputy Probation Officers make up the Orange County Probation Department's **Top Management** (TM) team. This team is located at the department's administrative offices at 1535 E. Orangewood in Anaheim. They are all peace officers with a combined total of 123 years of probation experience and an average of 30 years each. They confer frequently and have a standing meeting every Tuesday afternoon to discuss major projects, deal with issues, and coordinate activities. Working cooperatively, they evaluate budget, resources, services, laws, legislation, county/state/federal initiatives, etc. to ensure an effective delivery of the highest value of services to the residents of Orange County. Each TM member has many collaborative relationships outside the agency and serves on many state boards and committees. Their involvement increases the department's ability to accomplish its mission through partnerships with law enforcement, the Health Care Agency, Social Services Agency, and others.

Top Management, the fourteen Division Directors, three Managers (Research, Contracts, and Fiscal), and eleven Assistant Division Directors make up the broader **Management Team**. This broader team participates in annual two-day Strategic Planning Retreats plus quarterly half-day Strategic Planning Sessions to discuss future directions and coordinate activities of the Probation Department. The Project Management Group (PMG), Adult Systems Task Force (ASTF), and Juvenile Systems Task Force (JSTF) provide additional coordination and planning. The PMG is made up of the Chief Deputy Probation Officers, Chairpersons of the ASTF and JSTF, and Directors in Administrative and Fiscal Services, Program, Research, Data Systems, and Human Resources and Training. The PMG meets monthly and deals with strategic issues and planning. The ASTF includes all of the Adult Division Directors, and the JSTF includes all of the Juvenile Division Directors. These groups deal with issues specific to their respective services. The Directors of Adult Supervision (or Juvenile Supervision) meet monthly with the clerical supervisors and representatives from Special Services (Data Systems, Administrative and Fiscal Services, and Research) to deal with issues specific to adult (or juvenile) matters that cross division lines. The Management Team members also serve on a variety of other task forces and committees made up of subordinate staff to ensure information, planning, and solutions represent the broader perspective of all Probation employees.

RESPONSIBILITIES OF MANAGEMENT TEAM MEMBERS

CHIEF PROBATION OFFICER

Chief Probation Officer Stephanie Lewis is responsible for the overall direction, administration, and coordination of the operations and programs of the Probation Department, including the County's juvenile correctional institutions. These activities are carried out under the administrative direction, fiscal policy, and priority determination of the Board of Supervisors, and under the functional direction and guidance of the Courts in accordance with their legal responsibilities. As part of her duties, she (1) coordinates the operation of all Probation Department programs and services; (2) directs and consults with the three Chief Deputies in assigning projects and developing goals for the various divisions; (3) consults with the Board of Supervisors, County Executive Office, and the Courts for policy direction and guidance; (4) develops and maintains effective working relationships with other County and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities, and maintain efficient/effective services; and (5) provides fiscal oversight of the department's budget and expenditures. In her role as Chief, she is active in a number of state and local organizations that impact policies and

funding, such as the Chief Probation Officers of California, Orange County Criminal Justice Committee, and chair of the Orange County Juvenile Justice Coordinating Council.

CHIEF DEPUTY PROBATION OFFICERS

The Probation Department is operated and managed in three key service areas: Institutional Services, Field Services, and Special Services. Each service area consists of five operational divisions. Each Chief Deputy Probation Officer is responsible for directing one of the three key service areas. As part of their duties, they (1) assist the Chief Probation Officer in developing policies and procedures for programs and operations in their service areas; (2) develop and plan new or revised programs for more effective probation services as authorized or required by legislation; (3) supervise and evaluate the activities of the directors who report to them; (4) direct the preparation of annual budget requests by the directors; (5) maintain contacts with representatives of other agencies and the community related to their service areas to coordinate activities, discuss related program goals, and explain/interpret departmental positions; (6) evaluate the need and plan for new and expanded probation facilities and more efficient utilization of existing facilities; and (7) act for the Chief Probation Officer, as directed.

Chief Deputy Probation Officer – Institutional Services (Tom Wright)

Tom Wright provides oversight and direction for the five county juvenile correctional facilities operated by the Probation Department. These facilities operate 24 hours per day, 7 days a week and must meet stringent guidelines established by the California Board of Corrections. In addition to the facilities, CDPO Wright is also in charge of programs that provide alternatives to confinement.

Chief Deputy Probation Officer – Field Services (Bill Daniel)

Bill Daniel is responsible for five very distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Special Supervision. The two main focuses of this service area are (1) assisting the Criminal and Juvenile Courts to make well-informed decisions and (2) monitoring and providing services to adult and juvenile probationers residing in the community.

Chief Deputy Probation Officer – Special Services (Colleene Preciado)

Colleene Preciado is responsible for providing primary support services for the department's overall operation. The five operational divisions in her service area are Administrative and Fiscal, Program, Data Systems, Human Resources and Training, and Research. The Special Services area also provides data

Orange County Probation is the only Probation Department in the state with its own Research Division. Dr. Shirley Hunt and a staff of nine Research Analysts oversee the department's statistical information, conduct program evaluations, and analyze trends for the purpose of assisting management and operations staff to make more informed program and fiscal decisions.

systems support, human resources services, administrative and fiscal services, and collection enforcement for all functions of the department. Also included are support for long-range planning, pursuit of outside funding, analysis of legislation, administration of contracts, monitoring of community resources, recruitment and hiring of employees, operation of the volunteer programs, support for the Probation Community Action Association, and responsibility for the department's two Youth and Family Resource Centers.

DIVISION DIRECTORS AND MANAGERS

The department has seventeen highly trained Directors and Managers with a combined total of 373 years of experience with the Probation Department. Eleven Directors are peace officers with an average of 26 years' experience each. They have a total of 291 years of experience, 136 years in Institutional Services and 155 years in Field Operations. The remaining six Managers are assigned to large professional support functions, which include Administrative and Fiscal Services, Human Resources/Training, Data Systems, and Research. They have a total of 82 years' experience with the Probation Department, with an average of 14 years. Each Director has responsibility for the operation of one of the Probation Department's major divisions/correctional facilities (refer to the Organizational Chart for a complete list) and reports to one of the three Chief Deputy Probation Officers. As part of their responsibilities, they (1) review, evaluate, and justify divisional staffing, equipment, and budget needs; (2) direct, instruct, and evaluate staff in their divisions/facilities; (3) develop and implement divisional procedures/programs in accordance with laws, policies, and directives from Top Management; (4) consult and confer with other agencies and collaborative partners relative to their divisions/facilities; (5) and participate in department-wide planning efforts.

ASSISTANT DIVISION DIRECTORS

Assistant Division Directors (ADDs) are peace officers who assist the directors in the management and operation of a division or juvenile institution. They act for the Directors in their absence and participate in department-wide planning efforts. During evenings and weekends, they serve as the department's administration, in charge of responding to all calls from the juvenile institutions for policy and procedure implementation. ADDs play a critical part in linking the department's business goals to day-to-day operations and overseeing the development and accomplishments of line supervisors and staff in relation to business-stated objectives.



Assistant Division Directors, rarely together because of their diverse assignments at numerous locations, gather for a group picture at Probation's 2004 Strategic Planning Retreat.



LABOR MANAGEMENT COMMITTEE

MEMBERS

Jim Arkyns	Supervising Probation Counselor
Gerard Bergeron	Deputy Probation Officer
Jennifer Carlin	Secretary II
Micheal Collins	Division Director
Thomas Collins	Supervising Probation Officer
Mary Davis	Employee Relations Manager, OCEA
Denise Dilts	Deputy Probation Officer
Frank Flavin	Deputy Probation Counselor
Helene Fowler	Deputy Probation Officer
Jeff Gallagher	Deputy Probation Counselor
Lesle Harp	Office Supervisor
Donna Inouye	Division Director
Mack Jenkins	Division Director
Barbara Morales	Deputy Probation Counselor
Denise Parker	Deputy Probation Counselor
Brad Perkins	Deputy Probation Counselor
Lou Porras	Employee Relations Manager, OCEA
Colleene Preciado	Chief Deputy Probation Officer
James Riley	Supervising Probation Officer
Claudette Seto	Office Supervisor
Connie Schonert	Deputy Probation Officer
Sandy Silverthorn	Information Processing Specialist
Lorna Winterrowd	Administrative Manager
Mary McDermid	Secretary III (Secretary to LMC)

KEY BUSINESS RESULTS

- LMC members continued to meet and engage in a cooperative partnership approach on a monthly basis to address and resolve workplace issues. During calendar year 2004, the committee members met on ten different occasions.
- Committee members received 17 workplace issues during calendar year 2004. Recommendations to resolve four issues from 2003 and 17 issues submitted in 2004 were accepted by the LMC co-sponsors (Chief Probation Officer and OCEA). The committee continues to research four remaining issues in order to determine an appropriate resolution. All workplace issues are recorded on the committee's log for accountability purposes. Also, operational issues have continued to be addressed and resolved at monthly LMC meetings.

- In April 2004, the role of Team Leader and Facilitator was rotated and two members assumed these responsibilities for the upcoming year. Also, the members agreed to focus their efforts on getting “back to basics” to ensure that the issues discussed at monthly meetings remain within the MOU provisions that relate to the LMC process and ground rules. Also, it was agreed newer members will receive formal training on their roles as LMC members.
- Enhancing the vertical communication on LMC activities continued to be a priority for the LMC. Efforts to increase communication between employees and management included:
 - a. Communicating workplace resolutions to the originating employee who submitted the issue.
 - b. Posting past and current LMC minutes on the department’s web-site (***PROB-NET***) to enable all employees to access specific information on a particular topic or workplace issue.
 - c. Ensuring that new Workplace Issue forms and telephone numbers of LMC members are available on ***PROB-NET***.
- LMC members were given the opportunity to provide input on the 2005 Business Plan.

BUSINESS PLAN TEAM

Stephanie Lewis (Chief Probation Officer) directed the planning process and gave final approval of the Business Plan.

Colleene Preciado (Chief Deputy Probation Officer, Special Services) provided immediate oversight and direction for development of the plan.

Bill Daniel (Chief Deputy Probation Officer, Field Services) and Tom Wright (Chief Deputy Probation Officer, Institutional Services) supplied information and final review of the plan.

Diane Merritt (Supervising Probation Officer) was the project coordinator. She collected information from a broad range of Probation staff, compiled the information, wrote the overall plan, and assisted with the plan's design.

Division Directors Sean Barry, Monica Gallagher, Dallas Stahr, Kathy Goto, and Joe Salcido provided information and assisted in the development of the plan relative to Institutional Services.

Division Directors Jeff Corp, Connie Muckenthaler, Mack Jenkins, Darlyne Pettinicchio, and Greg Ronald provided information and assisted in the development of the plan relative to Field Services.

Dr. Shirley Hunt (Manager of the Research Division) and the Research Division staff compiled the data for the Outcome Indicators and the Profile of Active Supervision Probationers (Appendix F) and provided statistics reported throughout the plan.



Dr. Shirley Hunt, Manager of the Research Division, goes over statistics for the 2005 Business Plan with Research Analysts Dan Petras and Sandra Hilger.

Dan Burt (Director of Data Systems) developed the technology and automation portions of the plan.

Donna Inouye (Director of Human Resources and Training) provided information on staffing issues, employee development, training, volunteer services, and Appendix C (Labor Management Committee).

Walt Watanabe (Director of Administrative and Fiscal Services) and Lorna Winterrowd (Administrative Manager of Administrative and Fiscal Services) provided the financial information and budget analysis.

Mike Collins (Director of the Program Division) provided information on the Youth and Family Resource Centers, program support services, victim services, and the Probation Community Action Association.

Vicki Mathews (Victim Services Coordinator) and the Victim Services Strategic Planning Group provided direction and information for the victim services portions of the plan.

Tom Starnes (Staff Analyst III) assisted with graphics/formatting, provided technical assistance, and supplied the photographs. He and David Paredes (Forms Control) coordinated the printing process.

Doan Trang Nguyen (Systems Program Analyst I) designed the format for the draft.

Elma Reyes (Office Specialist) assisted in the design and formatting for the final printed product.

The Labor Management Committee reviewed the plan.



Elma Reyes, Diane Merritt, and Tom Starnes of the Program Division finalize the design of the 2005 Business Plan.

YEAR 2004 ACCOMPLISHMENTS

Goal # 1: Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

- Continued to assist the Courts by providing thorough investigations of criminal/delinquency cases and completing required reports on time. For the fiscal year, Adult Investigation completed 1,020 reports, 100% of which were submitted on time. Juvenile Investigation completed 4,967 reports for the fiscal year, 98.1% of which were on time.
- Completed a Memorandum of Understanding (MOU) to enhance coordination between the Probation Department and Social Services Agency (SSA) on cases specified in Section 241.1 WIC. These cases require collective investigations and recommendations to the Court on whether a child's needs can best be met through the dependency or delinquency court.
- Increased access to SSA's Case Management System information through a Probation-funded part-time SSA clerical position that increases productivity and expedites the timely completion of juvenile court reports to meet court filing deadlines.
- Created a new pre-trial assessment report in the Juvenile Court Division to alert the Court, District Attorney, and Public Defender about issues critical for the Court to make appropriate orders in those cases by enhancing the Juvenile Intake Assessment System.
- Implemented specific Proposition 36/PC 1210 training for Adult Investigators/Supervisors to ensure compliance with and understanding of new court rulings.
- Maintained the quality of investigations completed for the Court after the tremendous loss of investigative experience when a number of veteran investigators retired, by working closely with new Adult Investigators and pairing them with the remaining veterans in the Adult Investigation Unit.
- Initiated a study to formulate a new outcome indicator that focuses on the quality of the reports provided to the Courts in addition to the current measure of timeliness.
- Increased efficiency and productivity in the preparation of court reports through the use of Voice Dictation technology.
- Designed and implemented an automated probation violation process for adult cases whereby deputies can prepare probation violation reports on their computers and send them electronically to the adult court. The automated process has been very successful and ensures the Courts receive timely information regarding violations by probationers.

Goal # 2: Provide protection to the community by managing Orange County's adult and juvenile probation population.

FIELD OPERATIONS

- Continued to implement automated processes.
 - Began software development that will automate the Risk/Needs Assessment of cases and provide more defined supervision strategies and case plan objectives, which is part of the department's major strategic effort to develop an automated Integrated Case Management System.
 - Established Cadres to develop objectives for automated field books and evaluate an Adult Supervision paperless case file system.
 - Implemented automated intake (new case referrals via e-mail) and increased usage of OnBase document availability in Adult Field Services (AFS).
 - Continued research in the development of an automated method to capture and record probationer contact information to provide critical information in monitoring and evaluating the progress of probationers.
 - Created a repository of probationer photos that is now available for online access and searching.
 - Enhanced deputy field book sheets to include current photographs of each probationer being supervised.



Two members of the Electronic Field Book Cadre, DPOs Norman Valinches and Juanita Zambrano, inspect a handheld electronic device used to create paperless field books.

- Planned a new workload study to assess the impact of increased automation on AFS staff.
- Continued to expand technology to enhance the effectiveness of probation supervision and resocialization operations.
 - Acquired additional computer hardware and software tools for the Sex Offender Forensic Lab to aid in the monitoring of sex offenders on probation supervision.
 - Upgraded laptop PCs for all applicable field staff and deployed replacement desktop PCs to the appropriate staff to replace technology-obsolete devices.
 - Began development in the Special Supervision Division of OnBase document imaging technology for storing case documents, which will make them more accessible to users and assist in the development of electronic case files.
 - Ensured the most effective use of technology by using the Integrated Case Management Steering Committee, Risk/Needs Development Cadre, and several other workgroups to assist Probation’s development and use of automated systems.
- Enhanced the County’s continuum of care for juveniles by \$8.4 million through Juvenile Justice Crime Prevention Act funding that supported three prevention programs, four intervention programs, and three secure confinement programs. During the year, JJCPA funding provided direct services for over 3,600 at-risk youth and juvenile offenders.
- Continued development of formalized supervision strategies for deputies supervising juvenile sex offender caseloads in the Juvenile Field Supervision Division, increased participation in the institutional case planning process, and attended the California Coalition on Sexual Offending Conference to hear from experts in the field on current best practices.



- Developed a new automated Placement Case Management System to more effectively track placement cases and meet both individual case plan requirements and monthly transmittal/tracking of data to the State Department of Social Services.
- Modified the automated Case Management System to facilitate increased tracking, monitoring, and reporting of Field Monitored (FM) cases when a substantial number of cases had to be “banked” due to the hiring freeze in 2003.
- Developed a mandatory “Field Safety Skills” STC course that will be offered during the 2004/05 training year for all field officers to address officer safety concerns.
- Assigned a Supervising Probation Officer to the WrapAround program at the Social Services Agency, which increased the ability of deputies to access these enhanced services for those juveniles who are at risk of out-of-home placement.
- Partnered in the multidisciplinary Juvenile Drug Court team to provide enhanced supervision and programming to address juveniles with substance abuse issues.
- Researched and prepared operational guidelines for County Counsel review on the use of Global Positioning Satellite (GPS) technology to monitor selected adult sex offenders on formal probation supervision.
- Obtained Board of Supervisors’ approval to sponsor legislation to expand GPS utilization tools.
- Implemented measures to focus limited resources on the Proposition 36/PC 1210 cases that pose the greatest risk to the community.
 - Supervised high-risk cases with home calls, searches, and drug tests.
 - Placed medium-to-low-risk cases on FM caseloads with significantly reduced levels of service.
 - Arranged with the Court and the District Attorney’s Office to plead all new incoming misdemeanor Proposition 36/PC 1210 cases to informal probation, allowing more resources to be focused on the felony cases.
 - More quickly identified non-compliant cases and revoked their probation, saving enough of the Health Care Agency’s treatment dollars to fund an additional position for the Proposition 36/PC 1210 Units for the next two years.
 - Began separate tracking of all Proposition 36/PC 1210 cases that are sent directly to monitored status at the initial assessment point. Over the next year, the recidivism of these cases will be tracked, along with all FM cases, to assess any negative impact on community safety.
- Used workload standards to ensure high-risk offenders received the necessary level of supervision and services for community safety even as staff reductions were made due to budget cuts.

- Reviewed and adjusted supervision levels in the Special Supervision Division based on offender type/risk assessment and prioritized allocation of existing resources for supervision of high-risk offenders.
 - Averaged within 10% of the 100 workload-point standard in Adult Field Services caseloads.
 - Shifted Juvenile Field Supervision boundaries to balance workload and ensure deputies could provide the appropriate level of supervision.
 - Adjusted workload standards for juvenile sex offenders so deputies could more intensively supervise these cases.
- Continued to develop and enhance collaboratives to facilitate the highest quality of supervision and resocialization of offenders.

- Continued to develop relationships with service providers and pursue opportunities to establish relationships with community members at the Youth and Family Resource Centers.

- Provided administrative review of services offered by private providers of drug and alcohol treatment and residential services, as well as reviewed and approved domestic violence programs.



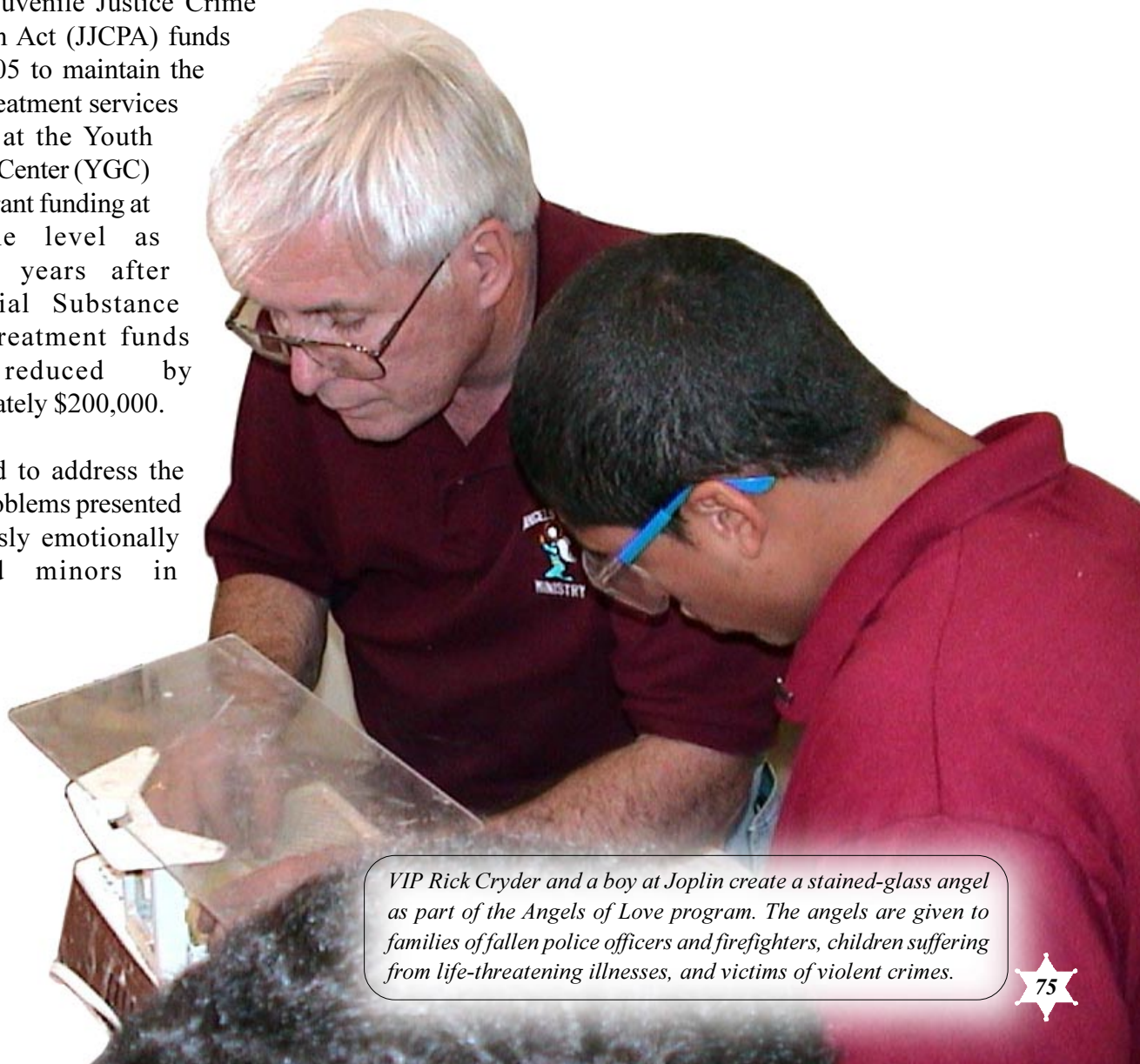
As part of the Santa Ana Read and Create (SARC) Program, a Santa Ana Police Officer and DPO Gerard Bergeron distribute items that relate to the story that was read that day.

- Facilitated the highest quality of supervision and rehabilitation in the Special Supervision Division with over twenty collaborative efforts through contracts, Memorandums of Understanding, grants, and participation on committees.
 - Joined in a collaborative effort with the District Attorney and Huntington Beach Police Department to form a task force focusing on targeted gang activities.
 - Participated in planning and implementing a new Family Violence Court in North County.
 - Partnered with Anaheim Police Department in the Anaheim Driving Under the Influence (DUI) grant (“DUI Enforcement and Outreach Program”).
 - Worked closely with the Social Services Agency to address the requirements of AB 636 and other child welfare concerns.
 - Continued to participate in multi-agency collaborations in the Juvenile Drug Court, WrapAround and Juvenile Sex Offender caseloads.
 - Worked closely with more than 35 different substance abuse treatment providers for the Proposition 36/PC 1210 populations. Deputies made monthly or quarterly visits to the treatment providers, shared information about probation services, and addressed problems.
- Continued to use the National Institute of Corrections (NIC) Model (a recognized “best practice”) to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety.
- Assessed the risk level of probationers to determine which cases would continue to be actively supervised and which cases would be placed on FM caseloads when budget cuts required staff reductions.
 - Offered a required four-hour “NIC Update” refresher course for all probation officers to reinforce the core components of the NIC Model, the risk and need assessment process, and objective-based case plans. A similar class, but with emphasis on objective-based case planning, was offered for staff in the institutions.
- Employed graduated sanctions in all supervision areas up to and including incarceration.

INSTITUTIONAL SERVICES

- Began construction of a 120-bed Youth Leadership Academy for teenage boys and girls on the grounds of Juvenile Hall (JH) funded by a Board of Corrections grant.
- Started construction of Unit Q at JH in May 2003 using a Board of Corrections grant. It is targeted for occupancy on March 31, 2005. This project will provide 60 additional beds and four more classrooms within the Juvenile Hall compound.

- Continued the quest for potential sites for a South County Juvenile Hall.
- Continued to seek ways to acquire the Los Pinos property as a permanent site. In the interim, Probation is in the final stages of negotiating a renewal of the Los Pinos Conservation Camp 20-year Special Use Permit with the U.S. Forest Service.
- Developed a system of converting existing units at Juvenile Hall from male to female units as the female population rises and falls to address the demographic shift of increased bookings of female juvenile offenders.
- Completed rehabilitation of a dormitory at Los Pinos scheduled to open by July 2005 that will house 32 female minors serving commitments at that facility. In addition to the dormitory, three classrooms will be added to offer gender-specific curriculum, emancipation, and vocational skills training.
- Moved forward on several deferred-maintenance projects at each of the institutions during FY 04-05. Probation will continue to aggressively pursue construction grant funding to provide the financial impetus to renovate and even replace portions of the aging structures. Additionally, Probation continues to seek capital project funding in the annual budget process in as prudent and proactive a manner as possible.
- Secured Juvenile Justice Crime Prevention Act (JJCPA) funds for 2004/05 to maintain the level of treatment services provided at the Youth Guidance Center (YGC) through grant funding at the same level as previous years after Residential Substance Abuse Treatment funds were reduced by approximately \$200,000.
- Continued to address the unique problems presented by seriously emotionally disturbed minors in custody.



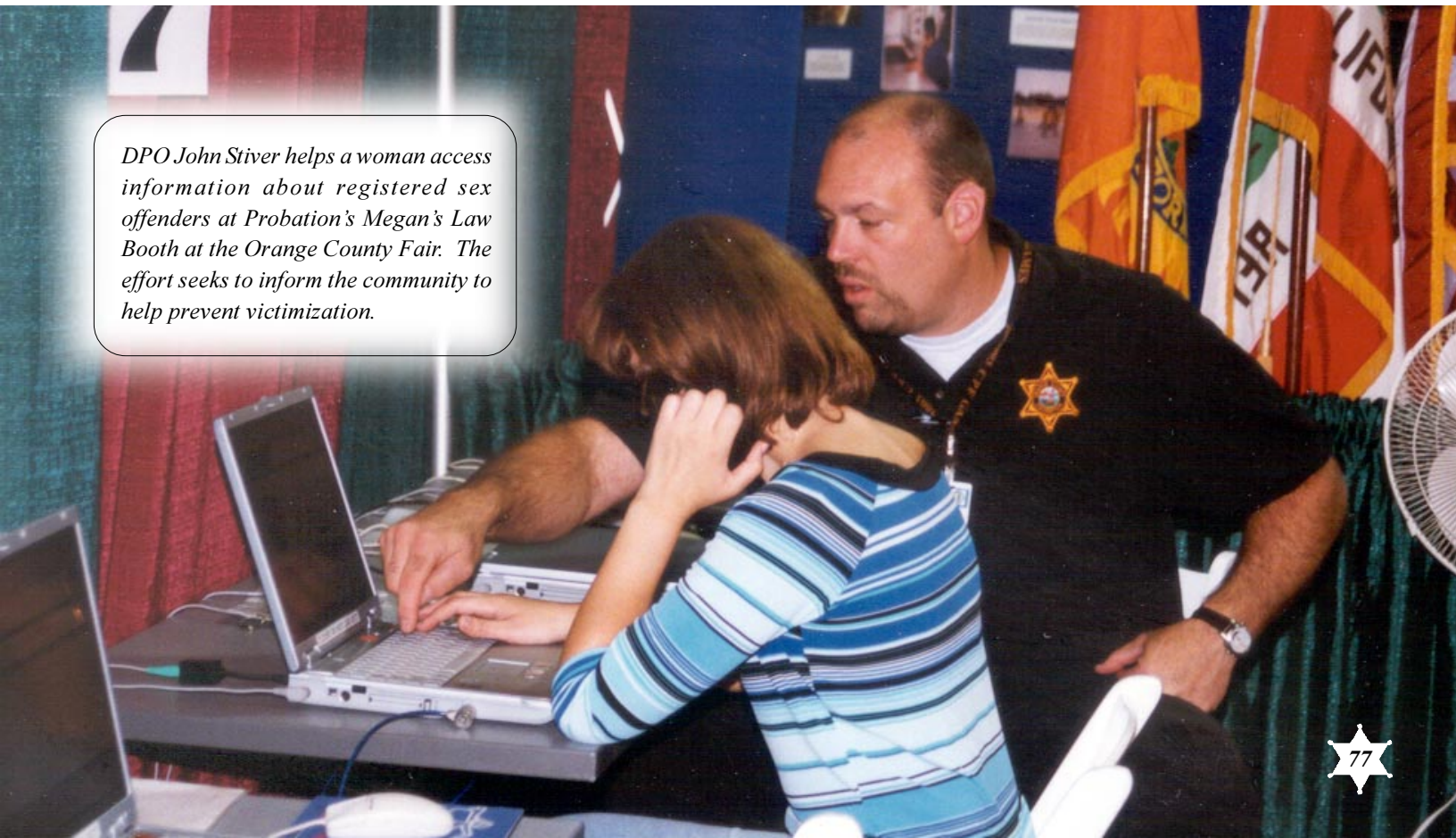
VIP Rick Cryder and a boy at Joplin create a stained-glass angel as part of the Angels of Love program. The angels are given to families of fallen police officers and firefighters, children suffering from life-threatening illnesses, and victims of violent crimes.

- Efforts continued to develop a multi-county regional institution for severely emotionally disturbed minors.
 - Sought funding to develop and expand in-custody programs with aftercare components.
 - Closely collaborated with Health Care Agency (HCA), Department of Education (DOE), and Social Services Agency (SSA) to bring all available resources together for the common purpose of providing services to these youth.
 - Implemented usage of the MAYSI 2 (Massachusetts Youth Screening Instrument) assessment tool at Juvenile Hall to identify those minors with the most critical mental health needs. Results of the screening are shared with the assigned deputy and HCA staff to ensure a focused, collaborative effort to meet the needs of this population.
 - Continued to seek additional staff training by experts in the mental health profession on providing services to this population.
- Instituted the Institutional Population Management (IPM) system to mitigate overcrowding at Juvenile Hall due to a 5% increase in the average daily population coupled with the loss of 60 beds for the Youth Leadership Academy project.
 - Installed Phase II of the automated Institutions Management System (IMS) on June 20, 2004 that allows in-custody population tracking and monitoring for Board of Corrections compliance, facility staff management, facility minor management, and an automated online log of unit activities.
 - Continued to plan for immediate and future bed space and programming requirements through regular management review of demographic trends in the institutional population. Research Division staff monitored/reported on the daily institutional population and will update institutional bed projections by early 2005.

Goal # 3: Assist crime victims by presenting their interests to the Courts and providing support services.

- Implemented steps to maximize financial recovery for victims.
 - Provided four-hour training sessions to over four hundred probation staff covering responsibility for collection of restitution, fines, fees, and other financial matters such as Joint and Several Liability and civil remedies for victims.
 - Deployed Collection Officers to the same geographic locations as the juvenile field units to improve communication and enhance effectiveness with juvenile field deputies.
 - Reviewed and updated procedure manual items that address juvenile and adult restitution matters.
 - Continued to work closely with the Courts to refine the Probation Financial System (PFS), maximize financial recovery for victims, and promote the accountability of offenders.
- Maintained a proper focus/balance on the importance of victims, consistently disseminated victim information, and reinforced the importance of promptly responding to victim inquiries.
- Assigned centralized duties and the title of Victim Services Coordinator to the department's new Senior Administrative Manager when the dedicated full-time Victim Services Coordinator (VSC) position was eliminated due to budget cuts.

DPO John Stiver helps a woman access information about registered sex offenders at Probation's Megan's Law Booth at the Orange County Fair. The effort seeks to inform the community to help prevent victimization.



Victim Comments

Sample comments from victims have been reported verbatim from the 2004 Victim Survey. Any use of names or identifiers has been changed or removed.

“This is a first time for me to interact with a Probation Department. I feel that Orange County Probation Department has done a good job in my case.”

“Thank you for all your consideration!”

“Keep up the excellent work! – Thank you very much.”

“Your performance shows “the system” WORKS! Victim is made whole- defendant (hopefully!) learns the consequences- Very Gratifying work- Thanks very much.”

“I was very pleased with the service I received from O.C. Probation Dept. The staff were very informative and courteous. Thank you for your assistance.”

“I was surprised I could even get restitution and received excellent service. Could not have been a more positive experience.”

“Probation Department has done an excellent job in obtaining restitution. I had not expected any restitution, so this was such a pleasant surprise! Thank you.”

- Continued to work on a method of surveying serious crime victims since the conventional methods for surveying victims’ satisfaction with Probation services are inappropriate for the victims of serious crimes.
- Improved services to the victims of serious crimes in the Special Supervision Division.
 - Incorporated victim issues in the formulation of case plans.
 - Developed specialized approaches and services to assist victims of adult sex offenders and domestic violence batterers that are initiated at assessment and continue during the period of probation.
 - Collaborated with Family Court in their Safe Havens Grant to assist victims of domestic violence and their families by providing safe exchange and monitoring services for child visitation by domestic violence offenders.
 - Continued to be actively involved in an effort to develop and coordinate countywide approaches to address family violence through participation on the Family Violence Steering Committee and Public Safety sub-committees.
- Implemented a new tracking system for victim response letters in Juvenile Court Services by sending letters to victims within 48 hours after the file is received. Once the victim responds, status of the case is tracked every three to four days, and the victim is notified of the outcome at the conclusion of the court case.
- Disseminated information about victim awareness events and activities to probation staff through PROB-NET, access to other Internet services, and communications from a variety of internal sources.
- Continued training and development of specialized supervision units have increased knowledge of the dynamics of crimes such as domestic violence and the importance of victim involvement in various phases of the criminal justice system.
- Added contact with victims of juvenile sex offenders as part of the overall supervision strategy for Juvenile Supervision Deputies.
- Offered Victim Awareness classes to staff in training year 2003/04 and will again offer them in training year 2004/05.

- Provided victim awareness groups, restorative justice programs, and field trips to educational resources at the Youth and Family Resource Centers to emphasize the impact crime has on the immediate victims and the community.
- Continued to improve services to victims in Adult Investigation.
 - Provided one Adult Investigator as a liaison between Adult Investigation and victim assistance programs to attend victim assistance meetings, report back to the Adult Investigation Deputies, and facilitate the exchange of information.
 - Obtained access to the District Attorney’s case management system and victim information, which provides an additional tool to assist in locating victims when conducting investigations and completing reports for the Court.
 - Increased contact and coordination with victim advocates assigned to high-profile felony cases to facilitate obtaining victim impact statements and delivering services to crime victims.
 - Obtained victim impact statements in 87% of victim-involved Adult Investigation cases.
- Reviewed the key process points related to victim restitution issues to improve victim services by identifying specific gaps in services and/or processes.



PROFILE OF ACTIVE SUPERVISION PROBATIONERS

*SEPTEMBER 30, 2004

	Juveniles (N=3,192)	Adults (N=6,954)
Gender		
Male	83%	79%
Female	17%	21%
Ethnicity		
White	28%	52%
Hispanic	59%	35%
Asian	5%	4%
Black	3%	4%
Other	3%	3%
Pacific Islander	<1%	1%
Indo-Chinese	<1%	1%
Age at Initial Probation Assessment		
15 and younger	48%	—
16-17 years	42%	—
18-21 years	10%	19%
22-25 years	—	16%
26-30 years	—	14%
31-40 years	—	29%
41 years and older	—	22%
Substance Abuse (Drugs or Alcohol)		
No Problem	32%	17%
Occasional to Frequent Abuse of one or both	68%	83%
Initial Case Classification		
High	61%	78%
Medium	33%	21%
Low	6%	1%
Gang Affiliated (Juveniles Only)		
Yes	36%	—
No	64%	—
Current Supervision Region		
North	27%	13%
South	11%	8%
West	20%	13%
Central	18%	13%
Specialized (Gang, Drug Court, DV, Sex Off., Courtesy Sup, etc.)	24%	26%
Proposition 36/PC 1210 Drug	—	27%
Initial Sustained Offense		
Felony	48%	90%
Misdemeanor	52%	10%
Initial Sustained Offense (Type)		
Felony:		
Person (e.g., robbery, assault)	17%	20%
Property (e.g., burglary, theft)	19%	17%
Drug	8%	46%
Other	4%	7%
Misdemeanor:		
Person	17%	4%
Property	21%	1%
Drug	5%	3%
Other	9%	2%

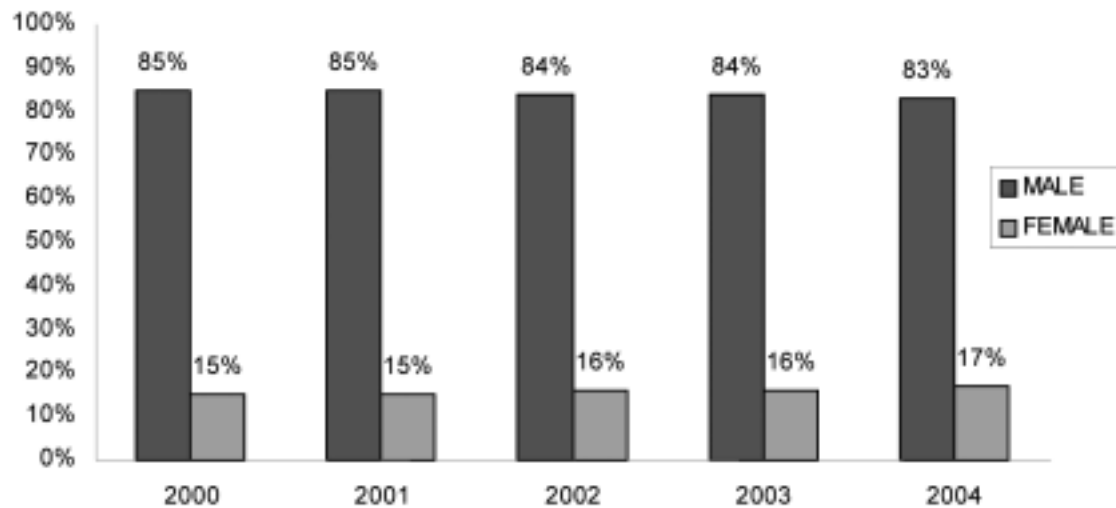
Source: NIC Profile/Outcome Database, Orange County Probation Research Department, October 2004

*This profile is a sample of active probationers representing the most at-risk population of offenders as defined by the NIC Model

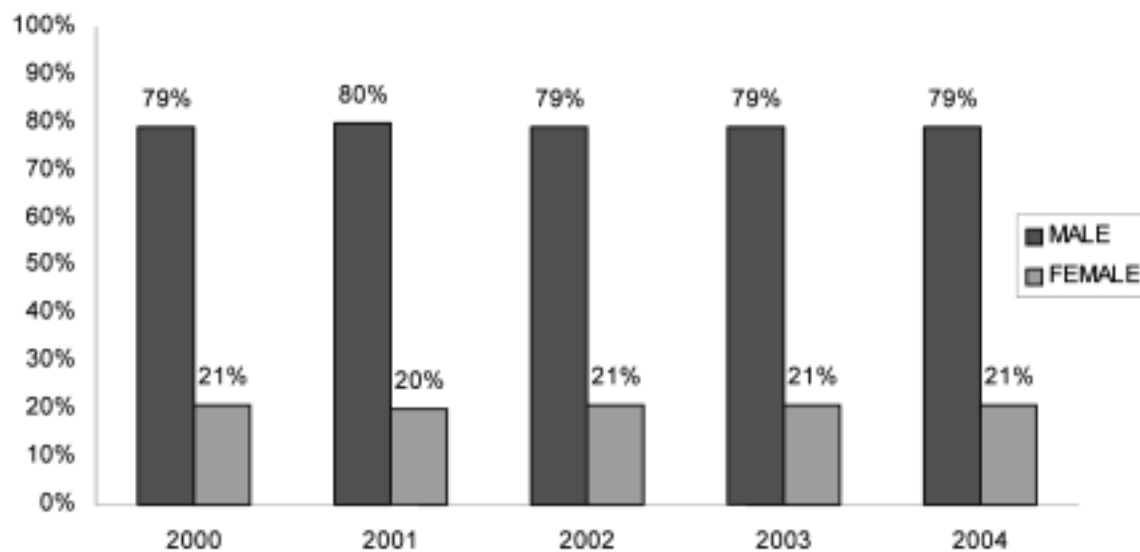
PROFILE OF ACTIVE SUPERVISION PROBATIONERS FIVE-YEAR TRENDS

Gender

JUVENILE PROBATIONERS

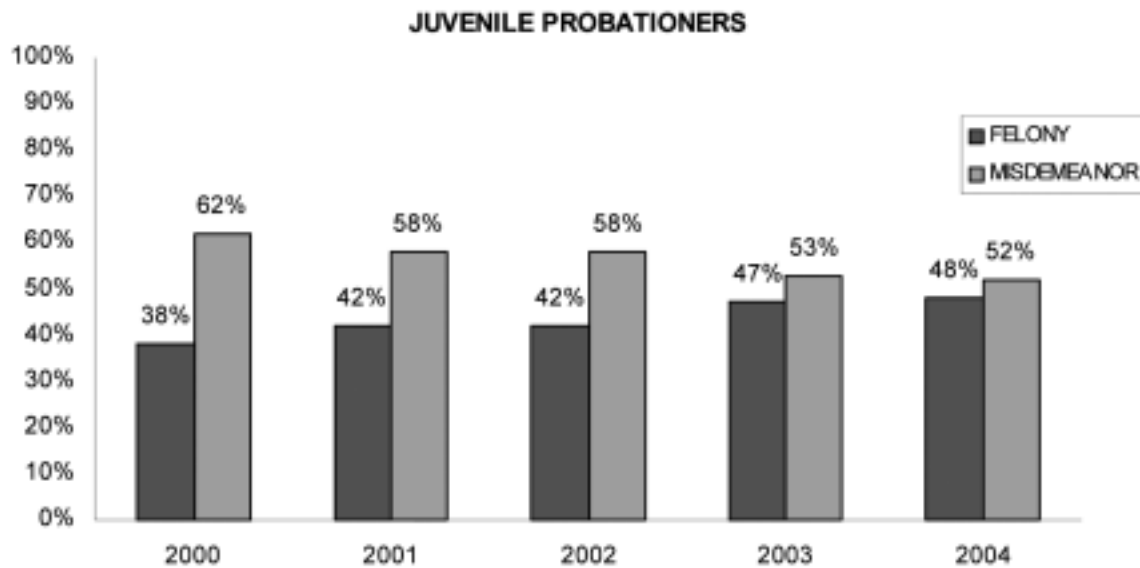


ADULT PROBATIONERS

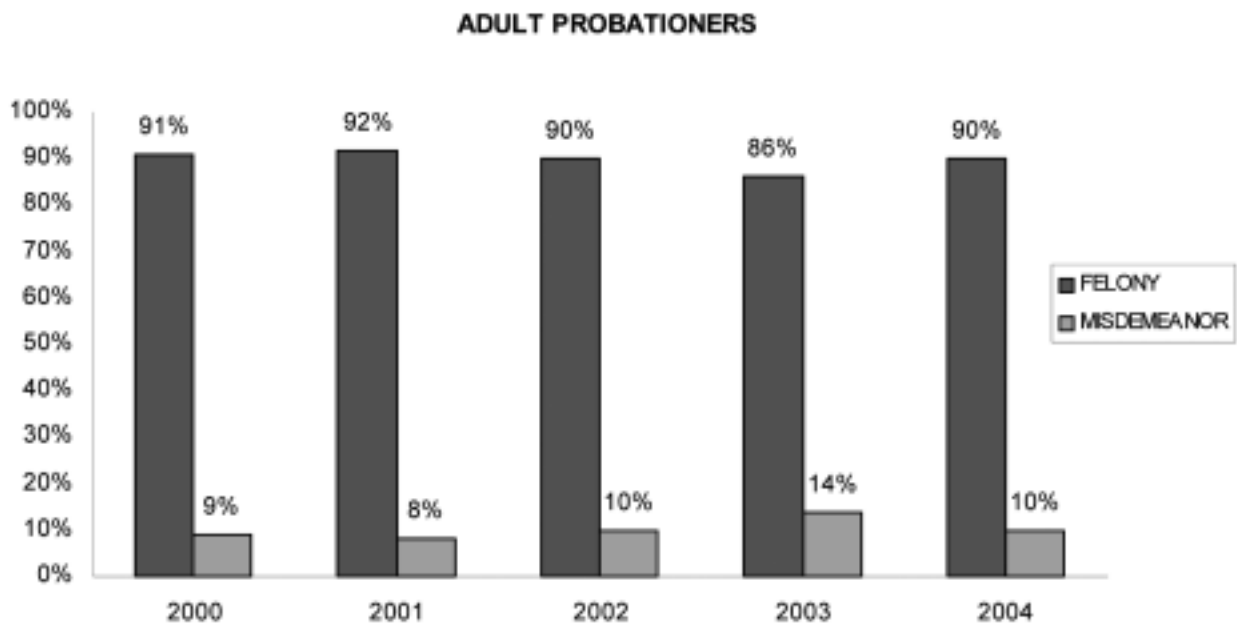


Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

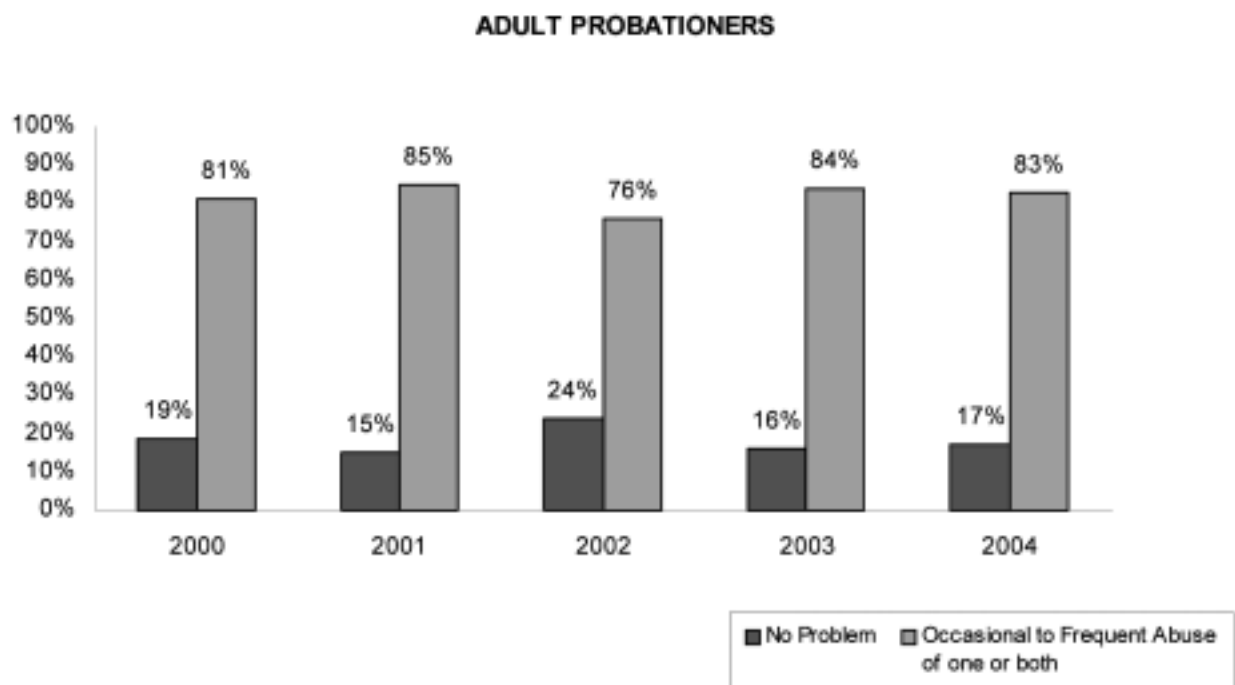
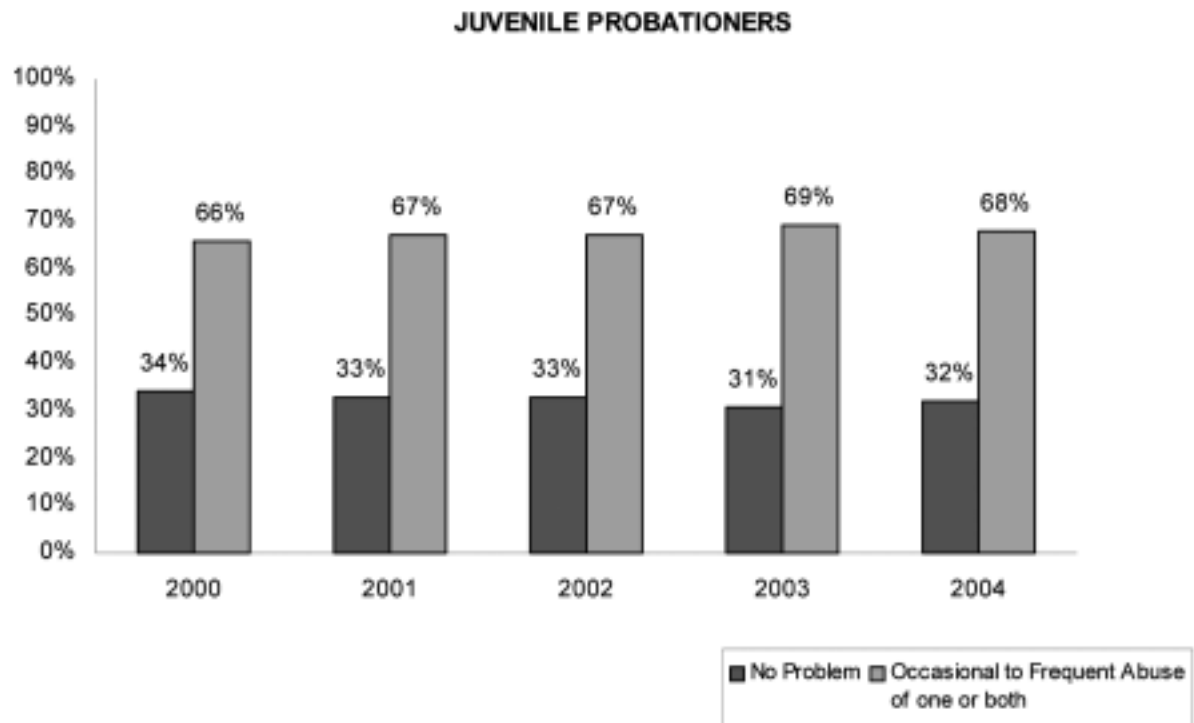
Initial Sustained Offense



A slowly increasing proportion of new juveniles with a sustained felony (vs. misdemeanor) offense is the only changing five-year trend. In general, front-end numbers of juvenile referrals do not show any increase by felony vs. misdemeanor charges. This trend here may be because of more “diversion” options; i.e., when the juvenile ends up in court, it is for a more serious offense.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

Substance Abuse Problem at Initial Assessment

Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

JUVENILE INSTITUTIONAL SERVICES PROGRAMMING (*)

APPENDIX G

VOCATIONAL	PRO-SOCIAL LIFE SKILLS	CRIMINAL BEHAVIOR/ RESTORATIVE JUSTICE	SUBSTANCE ABUSE	HEALTH	EDUCATION
JOB SEARCH How to fill out an app. Job preparedness Preparing a resume Interviewing skills Dressing for success Job barriers Maintaining a job Summer job opportunities	PERSONAL Reaching your goals Life choices Respecting yourself Building self-esteem I am important/I can Don't sweat the small stuff Decision-making Self-control Ethical choices Telling the truth Virtues of patience Character Education	CRIMINAL DETERRENCE Teen violence Kids killing kids The Law and Me Teenagers and guns Gangs/gang intervention Understanding hate crime Prison life (CYA) Teens in prison Death penalty Peer Court Gun control Violence in society	DRUG EDUCATION Truth about drugs Drugs' deadly hold Drug addiction Relapse prevention SPECIAL TOPICS Designer drugs Heroin Speed Methamphetamines Smoking Marijuana GROUPS Alanon Alateen Narcotics Anonymous Alcoholics Anonymous MADD	GENERAL Proper hygiene Yoga Physical fitness Aerobics Organized sports/CIF Influence of exercise (physical/mental health) Total fitness SEX EDUCATION STDS Safe sex AIDS awareness Sex and pregnancy Sexual abuse Truth about sex TEEN PREGNANCY/ PARENTING "Baby Think It Over" Teen Mothers/Fathers Parenting SPECIAL TOPICS Compulsive disorders Coping w/ disabilities Depression Skin cancer Teen suicide Sleep disorders Hepatitis Sexual Offender Treatment Program	HIGH SCHOOL Academic computer education GED New Century Education Lab School dropouts Mock Trial COLLEGE Selecting a college Applying/enrolling in college College scholarships College orientation Naval Academy SPECIAL TOPICS Homework Creative writing Poetry education Vocabulary building Oral/written book reports Reading skills Public speaking Critical thinking
CAREER/JOB CHOICES Trade schools Military/armored forces How to start a business U.S. Marshal Career Quest	RELATIONSHIPS Establishing relationships Peer mediation Peer pressures/respect Dating pressures Families' influence/behavior Friendship	RESTORATIVE JUSTICE Victim awareness education Project M.O.V.E. (assist developmentally disabled) Highway improvement Graffiti removal Lake Elsinore environmental cleanup Food Bank Red Cross volunteer Operation Santa Claus Inland Valley Food Drive Adopt-a-pet			
APPLIED EXPERIENCE Culinary arts Unit painting Landscaping/gardening Forestry Auto shop/ Vehicle maintenance Laundry Construction Restaurant maintenance Computer training Custodial maintenance ROP (computer, business)	EMANCIPATION/ INDEPENDENT LIVING Budgeting your money Finances and savings Banking/checking accounts Establishing credit Filling out a rental agreement Exploring public transportation Obtaining documents SPECIAL PROGRAMS Values Curriculum Sail for Life (Team-building) Peer Mediation Color Guard Anger Management Cultural Diversity/Racism				

(*) This list summarizes the various specialized programming offered in the juvenile institutions. It is in addition to the core set of services provided for all youth in custody that includes the following: (1) formal school instruction; (2) screenings for physical, mental, and substance abuse problems; (3) treatment for physical and dental problems; and (4) individual and/or group therapy as needed for mental health issues and substance abuse problems.



2004 EMPLOYEE RECOGNITION AWARDS

Each year, nominations for employee recognition are solicited from all staff throughout the Probation Department. A selection committee of volunteers assists Top Management in review of the nominations. For 2004, eighteen individuals, five teams, and one unit were selected by Top Management to receive awards.

INDIVIDUAL AWARDS



CELENE CARDENAS - OFFICE SPECIALIST: For more than half of the year, Celene not only performed her own duties, but also provided coverage during her co-worker's leave of absence. Without her support and program knowledge, the Adult Supervised Electronic Confinement (SEC) Unit could not keep up with the ever-increasing number of program participants. Because of these large caseloads, the deputies are unable to field the numerous phone calls from potential program participants. Celene has taken on the task of responding to these calls, providing callers with an overview of the program, and detailing requirements for participation.



FRANCO CHEUK - SENIOR SYSTEMS PROGRAMMER/ANALYST: Franco undertook three major projects during the year. He successfully implemented Adult Intake despite a re-organization that required re-orienting and re-educating the User group. Franco also led the project to replace Polaroid pictures in deputy field books with digital pictures and upgraded the photo capture application that now contains 12,000 adult and 9,000 juvenile photos. Lastly, in a collaborative effort with the Health Care Agency (HCA) and Courts, Franco managed and implemented a major upgrade to the Proposition 36/PC 1210 system that reduced the workload for Probation staff by transferring informal/misdemeanor cases directly to HCA.

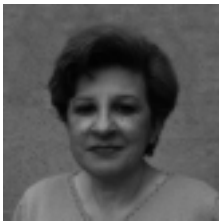


ROBERT DE LA TORRE - DEPUTY PROBATION OFFICER (DPO): Robert is capable, professional, and compassionate. These qualities were apparent when the mother of an incarcerated minor on his caseload passed away unexpectedly. The minor's father was also deceased, and there were no other relatives available to deliver the news. Robert was the one to inform the minor of his mother's passing and to provide comfort and support for him. Another example occurred last Christmas Eve when the office was just about to close. A female probationer entered the building. She had been released from custody the previous day only to learn her family had returned to Mexico while she was in custody. She had spent the previous night in a local park and was now homeless, scared, and hungry. Robert calmed and reassured her. Being Christmas Eve and late in the evening, he had difficulty locating a community resource to help her, but Robert persisted and finally located a woman's shelter that picked her up at the office.



MARKAY EASON - EDUCATION ASSISTANT, CORRECTIONAL FACILITY: Markay's vocational fieldwork is transforming the grounds of Youth Guidance Center (YGC), and it is obvious from the time you enter the gate. YGC now has a Horticulture Center, a Rose Garden, a Fountain/Perennial Garden, a Secret Garden, a Triangle Garden, vegetable gardens, a Greenhouse, a renovated track, and a 9/11 Remembrance Garden. Several additional projects are at various stages of completion – the Amphitheater, the

Orchard Park, and several planting areas around YGC. Markay's creative and artistic talents have enriched the programming at YGC and are improving the facility grounds for now and the future.



NORA FERNANDEZ - SECRETARY II: Nora ensures that the YGC management team meets deadlines and stays organized. Her accounting skills are exceptional, keeping YGC out of trouble with the Accounting Division. She handles a large amount of work while maintaining an extremely positive attitude. Frequent comments have been received about her performance from YGC staff, visitors, and collaborative staff. No project, assignment, or request is too small or too big for Nora. She is always there to help.



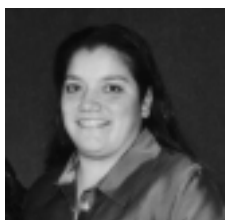
PAT FRANKLIN - SUPERVISING PROBATION OFFICER (SPO): In her background investigation assignment, Pat discovered the CHILD ABUSE CENTRAL INDEX (CACI), but also discovered that legislation had omitted access to CACI for peace officer background investigations. She discovered a legislated Child Abuse and Neglect Reporting Act (CANRA) Task Force that was mandated to review CACI and report to the Attorney General. She realized that probation departments were not represented on

the Task Force, but found that the Task Force was meeting in San Diego in June 2003. There, representing all probation departments, Pat presented her case and requested that all probation departments be granted access to CACI. In December 2003, after much research and preparation, Pat ventured to Sacramento where she again presented her case before the CANRA Task Force. Thanks to Pat's efforts, Senate Bill 1313 was signed into law on September 28, 2004 and will be implemented beginning July 1, 2005. All law enforcement agencies will now have access to these crucial records, adding another layer of safety for the youngest and most vulnerable members of our community.



ANGELICA GARCIA – DPO: An example of Angelica's abilities occurred when she contacted the mother of a young victim of a sex crime to check on her progress. The mother expressed her concern that the perpetrator was phoning her daughter. When Angelica questioned the probationer, he denied any such contact and denied owning a cell phone. Subsequently, during an unannounced home call, Angela discovered a cell phone bill in the probationer's name containing several phone calls to the young victim.

Later, the probationer admitted not only calling the victim, but also having other unlawful contact with her. The probationer was arrested, convicted of violation of probation, and sentenced to state prison.



LORRAINE GARCIA - DEPUTY PROBATION COUNSELOR (DPC): Lorraine has played a vital role in redeveloping and reestablishing the "Center One Position" at YGC. She is often the first to arrive on the scene during a crisis situation. Lorraine has also been instrumental in coordinating a variety of important events, including graduations at Rio Contiguo High School, Theo Lacy, and the Juvenile Counselor Core Course; Honor Roll Assembly; Basketball Team Pep Rally; YGC monthly Assembly;

YGC Annual Fair; Victim Awareness Day; construction project; and the YGC Christmas Committee.



JOAN HAYES – DPO: Joan has excelled in her position as a Juvenile Court Officer. During the year, Joan began preparing a court officer’s guide for various applications of Interstate Compact in Court. After an exhaustive review of numerous materials, interviews with Interstate Compact staff, and on-line research, Joan prepared an extremely thorough 36-page guide entitled “Juvenile Interstate Compact Court Officer’s Guide.” It includes an overview, quick tips for processing, articles common in juvenile court, rules for compliance, and sample forms. It was reviewed by Interstate Compact who gave her accolades for her work and indicated they may use it as a training tool in other probation departments.



RICK HOOK - SUPERVISING PROBATION COUNSELOR (SPC): When a new Director and Assistant Director were assigned to Los Pinos in 2001, Rick immediately offered his assistance to ensure a smooth transition. He is known as the camp “expert”. Additionally, to better serve the camp, he willingly changed his work schedule to work weekends and an evening shift during the week. Rick, who takes on extra tasks without complaint, is highly regarded by his peers, staff, and the Los Pinos administration.



VICTOR LEDESMA – DPO: Victor is the Resident Probation Officer handling the Proposition 36/PC 1210 calendar. He is extremely knowledgeable about the program and stays up to date on the changes in the law, the Court’s interpretation of the changes, and how they could affect department procedures. He consistently conveys this information to management, supervisors, and field officers and makes suggestions on how best to implement them.



BETTINA MEMBRILLA – DPO: Several commendations have been submitted on Bettina’s behalf from a wide range of criminal justice professionals, including an Assistant Division Director, Supervising Probation Officers, a Community Day Treatment Program Coordinator, seven Deputy Probation Officers, and the Westminster Chief of Police. These commendations have complimented Bettina for her teamwork, going above and beyond the call of duty, and providing assistance and valuable information that increased officer safety. She has on numerous occasions been lauded by her co-workers for providing sign language assistance for deaf probationers and their families.



BETH MOODY – DPC: On a weekly basis, Beth escorts four to six minors to Lake Elsinore to assist the city’s Corp of Engineers in maintaining and cleaning local roads and areas surrounding the lake. Beth acts as a liaison between Los Pinos and the Lake Elsinore Administrators to provide these opportunities for incarcerated minors to give back to the community. She also assists with minors in several other community service projects, including city clean up projects, feeding the homeless, and distributing toys to needy children at Christmas. Beth coordinates the participation of Los Pinos minors in the Peer Court project conducted by the Constitutional Rights Foundation. The Los Pinos minors serve as interpreters and assist the judges in communicating information to the participants in Peer Court.



PAMELA NEWCOMB – SPO: Some years ago the department’s Mission Statement was revised and a two-word phrase was added: “assisting victims.” Pamela, as the Victim Services Coordinator, has made significant contributions to the department. She served as the central contact person for all victim-related activities within the department and for victims seeking information or answers to their questions. Pamela also helped develop and teach the department’s first in-house Victim Awareness training class.



DOAN TRANG NGUYEN - SYSTEMS PROGRAMMER ANALYST I: Trang worked with the Adult and Juvenile Investigation Units to develop and enable the implementation of the Dragon Voice Dictation software to prepare court reports. She also incorporated the application of digital signatures for electronic documents. Most significantly, Trang developed software that assures document integrity. If the contents of a document are changed after the digital signature is applied, the digital signature is automatically removed. Trang worked with vendors and Human Resources (HR) staff in developing the new photo identification badges. She also developed a “portable version” of the badge printing and photo capture system, enabling HR staff to go to other facilities to prepare the badges.



ANN SPECOVIOUS - SUPERVISING COLLECTION OFFICER: Ann led the charge on the department’s initial Document Imaging Project, capturing the Adult Restitution Financial process. At one point in the project’s design phase, Ann had the courage to invoke a full stop, bringing months of work and pre-implementation momentum to a halt. She lobbied successfully to correct a design flaw that would have cost her team countless hours in workaround time and jeopardized the pilot’s success. Once the flaw was corrected and the final version implemented, it was easy to see what a productivity boon document imaging brought to the Collections and Accounting support units.



TOM STARNES - STAFF ANALYST III: Tom’s accomplishments include finalizing production of the annual Business Plan, developing presentation layouts of brochures, describing Probation’s juvenile institutions, and overseeing the content of the department’s web site. He is also the editor of Probation Update, a publication that continues to draw praise from other county agencies and probation departments throughout the state. Tom quickly responds to requests from Division Directors and Top Management for plaques and handouts. He is the department’s photographer and available whenever they need “someone to take pictures.”



EDNA VILLAGOMEZ - INFORMATION PROCESSING TECHNICIAN: Edna not only accurately completes her own IPT duties including court reports, probation violations, warrants, petitions for modification, and chronological entries in CMS; but also assists in the mailroom and fills in at reception when there is a need. She never complains that she has too much to do. No matter how hectic things get, Edna always makes it through the day with a smile for others.

TEAM AWARDS

JUVENILE DIVISION/NON-CUSTODY INTAKE:

DPO Remmy Chang, SPO Maria Neuburger, and DPO Mary Taddeo (Pictured with Chief Lewis.)



Maria designed a pilot program that was implemented by Remmy and Mary. On September 1, 2003 the Juvenile Diversion and Non-Custody Intake functions were combined for the cities of Garden Grove and Irvine. The combination of the two functions provided “continuity of care” to the clients so the deputy who initially assessed them for diversion was also the one who monitored their behavior for compliance for up to six months. It provided more effective early intervention to first-time offenders and cut down on the use of resources.

UNIT I MENTAL HEALTH TREATMENT TEAM:

Teacher Mike Roman, DPC Geoff Green, DPC Karen Nelson, and SPC Doug Cochran (Not pictured: DPC Edward Aguilar, DPC Eric Burnell, DPC Frank Flavin, DPC Jamie Graham, DPC Nelida Guzman, DPC Barbara Morales, DPC Clarence Taylor, PNC Raul Riojas, and Therapist David Glavas.)

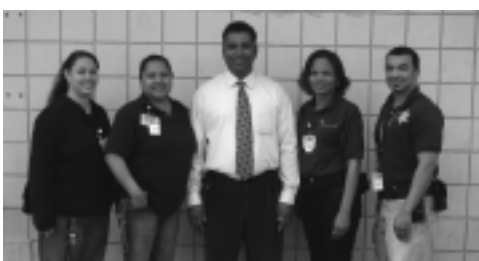


Previously, the level of acting out behavior was high for the seriously emotionally disturbed minors placed in Unit I, and the unit was viewed as a “battleground.” Beginning in the fourth quarter of 2002, the unit began to transform from a behavior control program to a therapeutic treatment program. Staff underwent specialized training and focused on a collaborative effort to meet the needs of this special population. The number of fights,

disciplinary hearings, periods of room confinement, self-destructive behavior, suicide attempts, school suspensions, and even referrals to the Health Care Agency’s Court Evaluation and Guidance Unit (CEGU) began to decline significantly. In the almost two years since changes were made, the unit continues to experience ongoing success.

UNIT J/K SEX OFFENDER TREATMENT TEAM:

DPC Monica Delzeith, DPC Christina Puga, SPC Hassan Khan, DPC Billie O’Keith, and DPC Daniel Estrada (Not pictured: SPC Karla Siefkes, DPC Mark Barrows, DPC Maribel Coronel, DPC Lori Davidson, DPC Kris Head, DPC Wil Esquivel, DPC Armando Lopez, DPC Chris Rae, DPC Eunice Winn, PNC John Arkus, PNC Isela Gamez, PNC Alma Montes, Teacher Erin Spurston, Teacher Adrienne Beauchamp, Para-Educator Mike Kane, Therapist Terry Cardle, and Therapist Kathy Huber.)



Nearly 500 minors have passed through the doors of Units J and K designated for the Sex Offender Program. This team has become highly specialized in the treatment of this special population. In many ways, this has become a premiere program in the state. Unit staff receive ongoing specialized training, then provide needed services in a “wraparound” fashion. The program services include drug awareness, anger management, character development, social

skills building, and a weight loss program. Parents participate in the program through an annual family night event, as well as family therapy sessions. In almost four years of operation, only two minors have returned to custody for new sex offenses. By any measure, the Sex Offender Treatment Program is a success, largely attributed to the multi-agency treatment team of Probation, Department of Education, and CEGU staff who work hard every day to provide services for these minors.

AUTOMATED PROBATION VIOLATION PROJECT:

SPO Lynn Mercado, Senior Systems Programmer Analyst Michelle Huang, Systems Programmer Analyst Doan Trang Nguyen, and Technical Specialist Marian Zannella



This team successfully planned and implemented a process to prepare, finalize, and submit via e mail adult Probation Violation (PV) Petitions to the various Courts via the Resident Probation Officers. Their efforts and perseverance not only created a groundbreaking automation process, but also exemplified the value of cooperative and effective teamwork between operational and data systems staff. As a result of the team's considerable efforts,

all adult functions are now using electronic PVs. In addition to the process being quicker and easier, there is the added benefit of considerable savings in transportation costs and staff time.

RANGE SAFETY STAFF:

SPOs Chris Bieber, Ed Harrison, Thomas Collins, and Brian Johnson (Not pictured: SPOs Rick Borkowski and Ed Lynaugh.)



The Range Safety Staff are dedicated to bringing safe and realistic training to the department's 36 armed officers. These dedicated trainers work to shape an officer safety program that assists deputies who work with local and state law enforcement agencies, as well as in direct probation activities. The Range Safety Staff conducts training twelve months a year in all weather conditions and at night. Under their supervision and instruction, deputies fire over 50,000

rounds each year in realistic and challenging defensive firearms training.

SPECIAL RECOGNITION AWARD

ADULT SEX OFFENDER UNIT:

SPO Keith Gotts, SPO Michael Beatty, DPO Sue Delacy, DPO Veronica Gaxiola, DPO Jason Gomez, DPO Carla Lopez, DPO Erik McCauley, DPO Javier Medina, DPO Bonnie Pressey, DPO Joshua Roche, DPO John Stiver, Volunteer Probation Officer (VPO) Wayne Buser, and Secretary Aida Sanchez

In September 2004, the California State Association of Counties (CSAC) recognized the County with a special Merit Award in CSAC's annual statewide Challenge Award competition for "Delivering Megan's Law to the Community." This resulted from the Probation Department's Megan's Law Booth at the Orange County Fair and the dedicated hard work of the individuals being honored. These honorees, an additional 115 Probation Department employees and volunteers, and collaborative agencies provided 1,300 volunteer hours during the 21 days of the fair. During that time, 4,500 members of the public viewed the Megan's Law database that contained pictures and information about registered sex offenders in the community. The Megan's Law Booth and the Probation Department earned the Orange County Fair's First Place Blue Ribbon for the booth that best benefited the public.



Members of Probation's Adult Sex Offender Unit are recognized for their dedication and hard work at the 2004 Employee Recognition Awards ceremony.



GLOSSARY OF TERMS AND ACRONYMS

Accountability Commitment Program (ACP)

ACP offers an alternative to incarceration in Juvenile Hall. It allows specified offenders to be released home on electronic confinement to a day treatment program. The program is run in conjunction with the Orange County Department of Education and operates five days a week from 8 a.m. to 5 p.m.

Addiction Substance Abuse Education and Recognition Treatment (ASERT) Program

ASERT is a 75-bed intensive drug intervention and education program at the Youth Guidance Center (YGC) for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. The program incorporates a multidisciplinary intervention and education model that includes intensive drug counseling by three clinical psychologists and one substance abuse counselor, two school counselors, integrated case planning, a multi-disciplinary educational lab, and an after-care component that includes supervision by Deputy Probation Officers and job placement services.

Board of Corrections (BOC)

The purpose of the BOC is mandated in the California Welfare and Institutions Code (WIC) and Penal Code (PC). This 15-member State board focuses on local corrections and directs efforts toward the development of competent corrections personnel; the design, construction, and administration of quality detention facilities and programs; and promotion of sound security, health, and safety practices. Among other things, this board administers Juvenile Justice Crime Prevention Act (JJCPA) funds and the Standards and Training for Corrections (STC) criteria for peace officers, and conducts extensive biannual inspections of all juvenile institutions.

Board of Supervisors (BOS)

The Orange County Board of Supervisors oversees the management of County government and many special districts including Flood Control, Development Agency, lighting districts, county service areas, and sewer maintenance districts. The five Supervisors are elected by districts to four-year terms by the citizens of Orange County.

Breakthrough

Breakthrough is a drug therapeutic community at YGC that can serve up to 50 teenage boys and girls recovering from drug or alcohol addiction. It normally takes a minor from 9 to 12 months in custody to progress through all the residential phases of this highly structured program. Deputy Probation Officers provide intensive supervision of participants for a minimum of six months after their release.

Collection Officers

Collection Officers are employees of the Probation Department who conduct financial investigations and effect collection of debts owed the County for reimbursable aid, services provided, restitution, subrogation or other considerations, or monies owed to third parties. They work closely with Deputy Probation Officers to ensure victims receive restitution that has been ordered by the Court.

Containment Model

Orange County Probation uses the Containment Model with adult sex offenders, which means they receive intensive supervision by Deputy Probation Officers, regular visits with professional therapists, polygraph exams, and court-imposed restrictions on criminally-oriented behaviors.

Custody Intake

When juveniles are lodged at Juvenile Hall for a probation or law violation, Deputy Probation Officers gather information on the violation, evaluate the need for continued detention, and develop recommendations for the Court on case disposition. This process is called custody intake.

Deputy Probation Counselors (DPCs)

DPCs are peace officers who have met extensive screening and background requirements and received 138 hours of initial training prior to their first work assignment. In addition, they receive 24 hours of annual approved training each year on job-related topics. DPCs provide direct supervision of juveniles who are in custody at one of the County's five juvenile institutions or who are enrolled in a YFRC or alternative confinement program. They perform responsible and difficult casework counseling.

Deputy Probation Officers (DPOs)

DPOs are peace officers who have met extensive screening and background requirements and received 191 hours of initial training prior to their first work assignment. In addition, they receive 40 hours of annual approved training each year on job-related topics. DPOs protect the community through the provision of legally mandated direct services to the Court, including recommendations for sentencing, and through the supervision of offenders under the Court's jurisdiction. They conduct investigations for the Court, enforce court orders, assist victims, and facilitate the resocialization of offenders.

District Attorney's Family Protection Unit

The DA operates a Family Protection Unit that specializes in the aggressive prosecution of child, spousal, and domestic abusers to break the cycle of domestic violence. This unit also works closely with law enforcement and community groups to improve assistance to victims as the case goes through court.

Diversion

Diversion is an option prescribed by juvenile law and used at the intake stage of case assessment. Eligible minors can agree to be placed on informal probation in lieu of a court referral. They are supervised by a DPO for up to six months, during which time they must complete specific requirements such as voluntary community service, restitution to victims, family and/or individual counseling, alcohol and substance abuse programs, etc. If they successfully complete the requirements, their law violation is dismissed without court action.

Division 31

This is a division within the California Department of Social Services regulations for foster care. Provisions within Division 31 describe the requirements for assessment and case plans that are necessary to comply with Title IV-E of the Social Security Act. In relation to the Probation Department, Division 31 applies to probation cases when a juvenile offender is considered to be at risk of out-of-home placement or is in foster care.

Drug Court

Adult Drug Court is an interdisciplinary collaboration among the Court, District Attorney, Public Defender, Health Care Agency, and Probation Department that targets non-violent drug offenders. The primary goal is to protect the community by helping drug addicts become sober, law-abiding, and productive members of society. The program is a minimum of 18 months long and combines substance abuse treatment with judicial oversight, frequent drug testing and formal probation supervision. To graduate, offenders must complete four separate phases, be drug free, and be gainfully employed. After 10 years of operation, 80% of Drug Court graduates have not been re-arrested.

Juvenile Drug Court is a multi-agency collaborative program where minors with serious substance abuse problems and new law or probation violations receive intensive supervision and treatment on an outpatient basis. The program is a minimum of one year in duration and consists of individual and group counseling, self-help meetings, drug testing, and frequent appearances in court. Juveniles who successfully complete the program have their charges dismissed and probation terminated. The program can serve up to 50 minors at any time.

Dual Diagnosis Court

Cases of individuals who suffer from both substance addiction and mental illness are referred to the Dual Diagnosis Court. A collaborative team including the Court, Probation, District Attorney, Public Defender, and Health Care Agency assesses the issues of the offender and develops an intensive, high accountability supervision plan.

DUI (Driving Under the Influence) Court

Modeled after the Adult Drug Court, DUI Court is an interdisciplinary collaboration between the Court, District Attorney, Public Defender, Health Care Agency, law enforcement, and Probation Department that targets repeat DUI offenders. The goal of the program is to protect the community by reducing recidivism among high-risk impaired drivers. DUI Court is designed to increase accountability among offenders by requiring them to participate in a program that combines drug and alcohol treatment with education, judicial scrutiny, drug testing, and formal probation supervision.

Institutions Management System (IMS)

IMS is an automated case tracking system that assists with managing the populations at Probation's five institutions. It is a real-time, in-custody tracking system for all minors' movements and other aspects of program-related daily operations within the institutions.

Integrated Case Management (ICM)

Integrated Case Management is a seamless process in which information collected at every point in the department is captured in a unified case record. ICM succeeds when staff throughout the agency are able to record and access case information in one automated system. The Probation Department has established a strategic objective of implementing an integrated case management system over the next several years.

Interstate Compact

Interstate Compact is a national reciprocal agreement among all states. It governs the travel, movement, supervision, and transfer of adult probationers and parolees across state lines.

Juvenile Assessment Intake System (JAIS)

JAIS is an automated process that supports the initial investigation of new juvenile cases referred to the Probation Department. It allows the department to gather data on the risk factors associated with delinquent behavior and make a more informed determination on how to handle a case.

Juvenile Court Work Program

The Juvenile Court Work Program offers an alternative to incarceration in Juvenile Hall. It allows offenders to work on weekend work crews under the supervision and guidance of DPCs in lieu of serving institutional commitments.

Juvenile Justice Crime Prevention Act (JJCPA)

JJCPA is a state funding stream to assist in the implementation of a comprehensive multi-agency juvenile justice plan for a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

Memorandum of Understanding (MOU)

An MOU is a written document that provides a framework for pursuing common objectives, records the mutual understanding of parties, and/or documents a plan of cooperation.

Minor

Any person under the age of eighteen years is referred to as a minor, meaning they are not legally considered an adult.

National Institute of Corrections (NIC) Model

NIC is a branch of the Federal Department of Justice. It is a center of correctional learning and experience that advances and shapes effective correctional practices and public policies at the federal, state, and local levels that respond to the needs of corrections through collaboration and leadership principles.

Non-Custody Intake

The process for Probation review of cases referred for court action when a juvenile has not been placed in custody is called non-custody intake. DPOs review the mail-in requests, gather information, and make recommendations and/or decisions on the dispositions.

OnBase Document Imaging Technology

This technology allows paper files to be scanned and stored electronically, thus reducing the storage space needed for the retention of required documents. Probation is currently using the technology for scanning and storing all new adult case files.

Orange County Family Violence Council (OCFVC)

The Orange County Family Violence Council consists of representatives from the Court, District Attorney, Public Defender, shelters, Social Services Agency, Probation, law enforcement, and Batterer's Intervention Programs. The OCFVC meets monthly to coordinate services and share information about legal changes, training, and grants.

Orange County Probation Juvenile Correctional Institutions***- Joplin Youth Center (Non-Secure Detention)***

Joplin is a 64-bed juvenile correctional institution providing residential treatment for boys ages 13 to 17 years. Residents are serving commitments ordered by Juvenile Court. Boys sent to Joplin typically remain there 30 to 120 days.

- Juvenile Hall (Secure Detention)

Juvenile Hall is a 374-bed institution for juvenile law violators. (Capacity will expand to 434 in 2005.) It houses boys and girls, generally between ages 12 and 18, who are detained pending Juvenile Court hearings or who remain in custody by order of the Court.

- Lacy Juvenile Annex (Secure Detention)

Lacy Juvenile Annex is a 56-bed module co-located in the Theo Lacy Jail that houses 17.5 to 19-year-olds serving juvenile commitments. The program is designed to help older male wards transition into vocational and educational endeavors that will facilitate a law-abiding lifestyle.

- Los Pinos Conservation Camp (Non-Secure Detention)

Los Pinos is a 125-bed, all-male institution situated in the Cleveland National Forest for boys ages 16 and older serving commitments of three months to one year. Juveniles placed at the facility participate in extensive vocational training, work programs, and ROP (Regional Occupation Program) classes. (The addition of a 32-bed gender-specific female-responsive program is planned for Los Pinos with implementation scheduled during calendar year 2005.)

- Youth Guidance Center (Non-Secure Detention)

YGC is a 125-bed facility located in Santa Ana for boys and girls ages 11 through 18 years. YGC offers programs that focus on the wide range of needs of juvenile offenders, as well as specialized programs for teenage girls and substance abusers (Breakthrough and Addiction Substance Abuse Education and Recognition Treatment). The primary goal for all of these programs is to develop the minor emotionally, behaviorally, and academically for transition back to the community.

- Youth Leadership Academy

The Youth Leadership Academy is located adjacent to Juvenile Hall. It is a non-secure facility with 120 beds. Scheduled to open in December 2005, the YLA will provide an in-custody treatment program for boys and girls based on a values curriculum focusing on building self-discipline, self-esteem, self-worth, and trust. The program will include remedial education, rehabilitative treatment programs, substance abuse counseling, mental health services, and community re-entry planning.

Peace Officers

Section 830.5 of the California Penal Code gives peace officer authority to probation officers to enforce the conditions of probation for any person in the state who is on probation and to employees having custodial responsibilities in a probation institution. Unlike police officers, peace officers have authority and the power of arrest only over people who have been placed on probation or detained/committed to a probation correctional facility by the Court. The peace officer authority of Deputy Probation Counselors is limited to juveniles who are in custody.

Probation

Probation means the conditional release of an offender under specific terms ordered by the Court. [References: 270 WIC, 727 WIC, 1202.7 P.C., 1202.8 P.C., and 1203 P.C.]

Probation Community Action Association (PCAA)

Established in 1993, PCAA is a non-profit organization that was created to support special Probation projects and meet the needs of offenders and their families that could not be met with public Probation funds. Known as the “Heart of Probation,” PCAA serves over 5,800 youth and families each year through a variety of projects. The work of approximately 100 PCAA members is supplemented by approximately 650 volunteers who assist in numerous ways with a variety of program services.

PROB-NET

PROB-NET is Probation’s integrated web site for probation employees. It provides easy and immediate access to general-purpose links, training opportunities, detailed information in a wide variety of categories, and documents.

Proposition 36/PC 1210

Proposition 36/PC 1210 required that as of July 2001, all nonviolent drug offenders receive probation supervision and mandatory drug treatment in lieu of jail. Many of these cases have long histories of drug use, are severely addicted, and have significant criminal histories. These clients require supervision, drug testing, and drug treatment.

Recidivism

Probation defines recidivism as any new law violation after a juvenile or adult has been placed on probation.

Resocialization

Resocialization means identifying the offenders’ root problems and matching them with the right treatment programs at the right time so they will become law-abiding, productive members of the community.

Restitution

Restitution is compensation for loss, damage, or injury that offenders are required to pay to the victim(s) of their crimes.

Risk/Needs Assessment

The Risk/Needs assessment tools used by DPOs to assess probationers when they are first placed on probation and at six-month intervals while on probation were developed and validated in Orange County over a decade ago as part of the implementation of the National Institute of Corrections (NIC) Risk/Needs Model. The results of each assessment assist deputies in identifying and prioritizing the level of supervision/surveillance (based on the assessed risk to the community) and resocialization/intervention services (based on the probationer’s assessed needs).

RPOs (Resident Probation Officers)

Deputy Probation Officers assigned as liaisons to the Superior and Limited Jurisdiction Criminal Courts are called RPOs. These deputies provide assistance to the courts and advise the courts on appropriate sentencing in probation matters.

RSAT (Regional Substance Abuse Treatment)

This is a federal grant currently administered by the state Office of Emergency Services (OES). This funding stream supports the Addiction and Substance Abuse Education and Recognition Treatment (ASERT) program at the Youth Guidance Center.

STC (Standards for Training and Corrections)

The STC Program began on July 1, 1980 and operates under the Board of Corrections. STC's primary role is to foster effective staff selection and job-related training for local corrections personnel. The Board has established and continually maintains statewide standards that provide valid selection criteria for certain correctional positions.

TARGET (Tri-Agency Resource Gang Enforcement Teams)

TARGET is a cooperative effort to identify, target, and suppress gang activity and gang-related crime. The teams are comprised of members representing the Probation Department, District Attorney, and local law enforcement.

Victim Services Strategic Planning Group (VSSPG)

This group meets quarterly to ensure the delivery of coordinated services for victims. Membership includes the Victim Services Coordinator and representatives from each of the Probation Department's major functions.

Voice Dictation Technology

Voice Dictation Technology allows DPOs to dictate case information and court reports directly into a computer, producing reports through voice recognition word processing software.

Volunteer Probation Officers (VPOs)

Forty-five volunteers serve the department as VPOs. They receive 36 hours of classroom training, on-site visits to juvenile institutions, and 24 hours of on-the-job training. VPOs work with and under the supervision of DPOs to perform a variety of duties.

Volunteers in Probation (VIPs)

Approximately 500 people assist the Orange County Probation Department by serving as volunteers. After careful screening, these volunteers assist DPOs, serve as mentors to offenders, and offer services and programs at the five juvenile institutions run by the Probation Department.

Wards

Juveniles who come under the jurisdiction of the Court for a law violation may be declared wards of the Court.

Warrant

An order by the Court for a juvenile or adult's arrest is called a warrant. It is generally issued for failure to appear at a court hearing or absconding from Probation, which means leaving the area or deliberately keeping one's location a secret so Probation is unable to enforce the Court's orders and provide supervision.

Youth and Family Resource Centers (YFRCs)

YFRCs are day-treatment programs developed by the Probation Department that provide comprehensive, multi-disciplinary, early intervention services for first-time wards at high risk for chronic reoffending and for youth transitioning back to the community from an institutional setting. These collaborative programs seek to engage the entire family in the intervention process.